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# **Proposed Five-Year Transit Program Fiscal Years 1985-1989**

## **Proposed Annual Program and Budget for Fiscal Year 1985**





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# **Proposed Five-Year Transit Program Fiscal Years 1985-1989**

## **Proposed Annual Program and Budget for Fiscal Year 1985**

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**Regional Transportation Authority**  
300 N. State Street, Chicago, Illinois 60610  
312 836-4000

November 28, 1984

Enclosed is a copy of the Regional Transportation Authority's proposed Five-Year Plan and 1985 Program and Budget, which has been prepared by the RTA staff to assist the RTA Board in its deliberations.

We hope you will take time to study the document and pass on your comments along to us. Written comments may be sent to the RTA's Planning and Development Department at the above address until December 19, 1984. Or, you are welcome to state your views at any of the public hearings listed below.

DECEMBER 17

- o University of Illinois at Chicago, Circle Center Building - Room 605, 750 South Halsted, Chicago, IL.
- o McHenry County Court House, 2200 North Seminary Avenue, Woodstock, IL.
- o Kane County Government Center, Building "A", Lower Level, Auditorium, 719 Batavia Avenue, Geneva, IL.
- o Lake County Court House, 10th Floor, 18 North County Street, Waukegan, IL.

DECEMBER 18

- o Forest Park Village Hall, 517 Des Plaines Avenue, Forest Park, IL.
- o Glen Ellyn Village Hall, Board Room - 2nd Floor, 535 Duane Street, Glen Ellyn, IL.
- o Will-Joliet Bicentennial Park, Theater Room, Bluff at 201 West Jefferson, Joliet, IL.

The University of Illinois hearing begins at 10:00 A.M. All others will be conducted in two parts: an afternoon session from 4:00 to 5:30 P.M., and an evening session beginning at 7:30 P.M.

Sincerely,

  
Henry J. Crepeau  
Acting Executive Director

Enclosure

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## P R E F A C E

JAN 1985

In this document, the Regional Transportation Authority outlines its goals and objectives and a preliminary Five Year Program for operations and capital development, in compliance with the Regional Transportation Authority Act. This preliminary Five Year Program is an important milestone for the northeastern Illinois public transportation system because it is the first plan of the reorganized RTA. It focuses on policy discussion of capital allocations, long term farebox recovery targets, and RTA/Service Board relationships.

Under the new legislation, three Service Boards (Chicago Transit Authority, Commuter Rail and Suburban Bus) have independently developed annual programs and budgets and have submitted them to public review. All three Service Boards' programs are reflected in this unified regional plan and program for the forthcoming five year period.

The permanent RTA Board took office on October 1, 1984, after the 1985 budget process was under way. The proposed Service Board budgets and programs were not received for review until mid-November because they had been out for public review. At the time of the publication of this preliminary Five Year Transit Program, the RTA Board is still engaged in the budget review and approval process with each Service Board. There are key issues to be resolved which may have a significant effect on the final RTA Budget and Program which is expected to be approved by the end of the year.

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This document has been released for public review and comment. Its release does not constitute approval by the RTA Board. This preliminary Five Year Program (or an amended version) will be adopted by the RTA Board after public hearings so that the public can be informed of the costs, levels of service, and objectives of the RTA for maintaining and improving public transportation in the six county region.

## ORGANIZATION OF THIS DOCUMENT

Chapter I details RTA's mandates under the new legislation and discusses RTA's goals and methods of carrying out its mission. Chapter II provides an overview of the Authority and its three Service Boards and summarizes the impact of the RTA reorganization, significant accomplishments of the past year and 1985 initiatives. Chapter III presents RTA's Proposed 1985 Budget and alternative RTA financial outlooks for the five year period. The fourth and fifth chapters describe RTA's Operating and Capital Development Programs. For each Service Board, projects are shown by component along with RTA recommendations for their coordination and implementation. More detailed information for each transit system is shown in each Service Board program and budget, which is available under separate cover.



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## CHAPTER I

### RTA GOALS AND OBJECTIVES

The revised RTA Act specifies that with this Five Year Program and Budget, RTA "will inform the public of the Authority's objectives and program for operations and capital development during the forthcoming five year period". RTA's review of each Service Board's plans is guided by goals for managing the existing transit system in order to promote the use of public transportation and to assure the maintenance and improvement of public transportation facilities. In this chapter, RTA goals for the five year period are outlined. Some of these goals have evolved directly from the recent legislation and others are presented as principles of effective planning and financial oversight. Under each goal, methods of fulfilling RTA's responsibilities are discussed.

- Public transportation services must be comprehensive, coordinated among their various elements and coordinated with area and state plans. Coordination in fare structure that has been achieved over the last decade will be strengthened.
  - RTA reviews new service proposals, capital projects and existing services of all of the Service Boards to assure coordination.

While each Service Board has been given control over fares, service and day-to-day operations, RTA scrutinizes all plans of the Service Boards to minimize duplication of services, and coordinate fares and service.

- Given available money, citizens of the six county region must be provided with the best possible public transportation services. Funds for public transportation must be spent in the most economical manner possible, yet provide maximum effectiveness for serving the public.
- RTA sets standards that guide decisions relating to maintaining and expanding services. RTA sets priorities by studying travel needs and working with its Service Boards to ensure those needs are met. These priorities are established through analysis of demographics and forecasts. Service standards guide these priorities and allow RTA to assess the level and quality of service provided by each Service Board.

- RTA has been mandated with strict budgetary controls and a requirement that the fares collected be at least 50% of total transportation costs. Each Service Board's program and budget is scrutinized to ensure that prudent and reasonable forecasts of costs and revenues are used. Service and performance measures will be developed to monitor administrative efficiencies, productivity, and service utilization.
- RTA financial oversight activities will ensure that Service Boards are operating at maximum efficiency. Included in these activities will be on-site performance review studies. This effort is expected to be performed by RTA staff as well as outside consultants, in cooperation with Service Board staffs. Studies will be conducted continuously with emphasis on reducing costs.
- RTA will continue to lobby for continued Federal participation in funding operating deficits. RTA policies will maintain a financial cushion that permits cash management consistent with good business practices.
- Finally, since value capture resulting from transit investment is likely to have a favorable impact on cost recovery ratios it shall be aggressively pursued.

- ° A system of public transportation for mobility limited individuals must offer substantially the same travel opportunities available to the general public.
- CTA special services and SBD paratransit provide accessible transportation for mobility limited individuals throughout most of the region. Continued expansion of paratransit service and the introduction of operating efficiencies to meet travel demand are programmed for FY85. Investigations into other alternatives such as accessibility improvements to the rail system are continuing.
- ° RTA will strive to attract new ridership throughout its system through coordinated marketing and cost-effective promotion programs.
- Innovative marketing programs to attract riders and shift riders to the off-peak periods (where capacity is underutilized) will be pursued by RTA and its Service Boards through development of a regionwide marketing plan.
- ° Public transportation must support efficient regional development policies, energy conservation and environmental quality.

- Joint development at transit stations which enhances both the public transportation system and economic development will be stressed. RTA's capital program will be coordinated with the provision of sewers, water and other services to encourage efficient urban and suburban development and conserve energy. Non-traditional transit such as vanpooling and ridesharing will be supported to reduce traffic congestion and air pollution.

Although this Five Year document reflects many of the ongoing responsibilities and activities of RTA, it does not incorporate all of RTA's financial and planning responsibilities. The Five Year Program and budget effectively represents RTA's efforts to meet its goals and objectives. However, RTA has also initiated a strategic planning process involving the Service Boards, regional planning groups, transportation agencies, and the general public. The Strategic Plan focuses on the long term implications of present policies for the Chicago area's public transportation system. In order to manage its resources effectively and maintain high quality service, RTA must analyze long term trends and establish its objectives and priorities. As part of the FY85 Strategic Plan, RTA will investigate incentive based performance measures to identify transit services that are delivered with increased efficiency and effectiveness. Methods to incorporate these measures into the annual budgeting process will also be investigated. The strategic planning process is thus a crucial

activity for fulfilling RTA's mission. RTA is well suited for carrying out this structured planning process since it has been relieved of day-to-day operations responsibilities that so frequently lead to a "crisis" style of management. If RTA is to be truly prepared for challenges and new demands, it is essential that policies and actions be developed in accordance with emerging trends and issues.

The next phase of RTA's strategic planning process will be initiated immediately after adoption of this Five Year Program and budget. The completion of the Strategic Plan by fall of 1985 will thus update RTA's and the Service Boards' goals and objectives for next year's program and budget.



CHAPTER II  
OVERVIEW OF 1984 ACCOMPLISHMENTS AND 1985 INITIATIVES

RTA achieved financial stability in 1984 and will end the year with the best financial condition in its 10-year history. Its September 30, 1983, operating deficit of \$14.5 million was erased in early 1984, and the Authority now projects a surplus of \$63.6 million at the end of this year.

RTA and its funded carriers, some of which had fallen as much as six months behind in paying their bills, are now essentially current with their vendors. RTA has also repaid the final installment on a \$100 million bank loan incurred in 1982.

Several developments contributed to this financial turnaround. The most important was the state operating subsidy that was signed into law November 9, 1983. This provided RTA with \$75 million from November, 1983, through June, 1984, and an amount equal to 25% of the RTA's regional sales tax for each succeeding state fiscal year. This should amount to approximately \$80 million in the state fiscal year ending June 30, 1985. The legislation also forgave a \$34.6 million state loan to RTA, incurred in 1973.

In addition, RTA and CTA instituted new cost controls and won important concessions from transit unions that saved approximately \$50 million in 1984.

RTA closed lightly used commuter rail stations and removed ticket agents from many others to save more than \$600,000 in annual operating costs and \$1.5 million in one-time capital expenditures.

Ridership increased on every component of the RTA system in every month of 1984 in comparison with the corresponding month in 1983. For the first seven months of 1984, systemwide ridership was up 4.6% over the corresponding period in 1983.

The ridership increases, which were higher than expected, contributed to a financial result for the first half of 1984 that was considerably better than budget expectations. For the first half of the year:

- Funding requirements for the system as a whole were 9.4% below budget.
- Total revenues were 1.0% above budget.
- Total expenses were 3.3% below budget.
- The systemwide farebox recovery ratio was 54.5%, the highest ratio of any large transit system in the nation and well above the budgeted mark of 51.3%.

RTA underwent a staff reorganization in 1984 to implement the 1983 legislation. Under the new organizational structure, the RTA Board is responsible for financial oversight, areawide coordination and strategic long-range planning, while day-to-day operations are controlled by the three Service Boards for the Chicago Transit Authority, Commuter Rail Division and Suburban Bus Division. The object is to ensure maximum local input into the establishment of fare and service levels, while placing broad financial and planning powers in the hands of the RTA Board.

RTA initiated several improvements in fares and service in 1984. The most dramatic was a 10% across-the-board reduction in commuter rail fares and the addition of 16 trains during mid-day, evening and weekend hours. The fare reduction saved commuters \$49 to \$228 a year.

RTA expanded service on more than 20 suburban bus routes, which contributed to a 16.1% increase in suburban bus ridership in the first half of 1984 over the corresponding period in 1983.

The new \$25 monthly Link-Up pass, good for a feeder bus ride at both ends of a commuter train trip, was the first significant integration of commuter rail and bus fares in the RTA's history. It costs the commuter \$180 a year less than the RTA Monthly Get-Around Ticket, which previously had been the cheapest way to obtain the same transit services.

RTA reduced fares 50% on the Milwaukee Road West Line during off-peak hours in an effort to fill empty seats on non-rush hour trains. The reduction took effect August 1 on a six-month trial basis. It also began offering 50% discounts to groups of 25 or more during off-peak hours on all railroads.

RTA instituted "Home Free" demonstration projects: free rail transportation home from the Loop during the Christmas holidays and during Chicago's SummerStage celebration in June, and from the Brookfield Zoo in July.

#### MAJOR CAPITAL IMPROVEMENTS IN 1984

In 1984, CTA opened its rapid transit line to O'Hare Airport, providing a major improvement in transit service to airline passengers and airport employees. CTA received 96 new rapid transit cars and contracted to rehabilitate 45 more. It completed track renewal on the Lake, Jackson Park and Ravenswood rapid transit lines and completed rehabilitation of the Kedzie bus garage and the Polk rapid transit station.

Commuter rail improvements included new bus lanes at the Kenilworth (CNW) and Homewood (ICG) stations, 13.7 miles of new rail on the Burlington Northern and 10 miles on the NIRC/Rock Island and NIRC/Milwaukee Road, new public address systems at four ICG stations and on 119 BN commuter cars, and extensive station platform renewal, yard work and replacement of signals, ties, switch machines and messenger wire.

At the Suburban Bus Division, construction or rehabilitation of bus garages in Des Plaines, Joliet, Wilmette, Melrose Park and Markham was underway or in the planning stage. The Bus Division took delivery of 86 paratransit buses, 50 passenger shelters and 40 rehabilitated buses.

## PLANNING, RESEARCH AND DEMONSTRATION EFFORTS

As an oversight agency, RTA is engaged in short and long term planning studies, research efforts and fare/service demonstrations.

### Current Planning Studies

Several major planning studies are either underway through direct RTA sponsorship or RTA participation with Service Boards and other regional agencies. Briefly they are as follows:

**Tri-State Corridor:** RTA identified this corridor as one of two suburban corridors with sufficient travel volume to support expanded transit service. It essentially parallels the Tri-State Tollway from I-55 on the south to Des Plaines on the north and includes Midway and O'Hare airports, the Oak Brook complex and the Elk Grove Village industrial area. RTA is evaluating ridership demand for a variety of fixed rail, express bus, and mixed mode transit alternatives within the corridor and expects to complete the evaluation in 1985.

**North Cook Corridor:** The corridor is the second of two suburban corridors identified as having sufficient travel volume to support expanded transit service. It spans the northern tier of Cook County townships from the

Palatine area on the west to the lakefront on the east. A preliminary assessment of alternatives has been made. Demand analysis should begin in 1985.

**Station Area Development:** Several joint development activities at transit stations are included in this program. Projects in Tinley Park and Deerfield (at Lake Cook Road) are the most advanced with market analysis of specific site plans underway. A third major effort has begun along the Burlington Northern Railroad at Route 59. All efforts are partnerships of municipalities, rail carriers, the Service Boards and RTA. In 1985 RTA will identify development opportunities along other rail corridors, most likely the ICG mainline and CNW/Northwest Line.

**Southwest Corridor:** The planned extension of the rapid transit system from the Loop to Midway Airport is a project managed by the City of Chicago's Department of Public Works. It is now in preliminary engineering. RTA performed initial demand analyses for corridor alternatives and provided technical support for subsequent alternatives analyses. The Authority will continue its technical support for this project.

Jackson Park Elevated: The renovation of the Jackson Park Branch of the 'el' along 63rd Street, coupled with substantial neighborhood renewal, is another City of Chicago project. RTA and the Service Boards have participated fully in this effort. Included will be a multi-modal (CTA bus, rapid transit, ICG) terminal facility at 63rd/ Dorchester.

World's Fair: RTA has participated in various transit planning activities in connection with the World's Fair. This effort is expected to increase over the next several years.

Energy Conservation: RTA is sponsoring a program to evaluate energy use at CTA and SBD bus garages. Several garages will receive detailed energy audits followed by recommendations regarding conservation. The program also will develop energy conservation guidelines to be used in future garage designs. The initial phase will be completed in 1985.

Regional Travel Patterns: The commuting patterns of workers in the region are the focus of this study. It uses the Urban Transportation Planning Package (special tabulation of regional worker travel characteristics, demographics and occupational data) to obtain a profile of sub-regional and regional commuting needs and current work trip patterns.

#### Research in Support of Marketing

RTA anticipates several major research projects in support of the regional marketing effort. The particular projects are:

Lake Cook Corridor Survey: Major increases in employment have occurred in the Lake Cook Corridor over the past several years, but workers have no easily accessible public transportation. In an attempt to improve transit access between this area of expanding development and a proposed new commuter rail station at Lake Cook Road in Deerfield, RTA will survey area employees and employers. The Authority intends to use the results of this survey, along with other considerations, to structure support (e.g., feeder) transit to the station.

Fare and Service Demonstration Effectiveness Studies: RTA will assess the effectiveness of various fare and service demonstration projects implemented in 1982-1984. Demonstrations studied will include the Link-Up Pass Program, South Chicago ICG Fare Demonstration, Off-Peak Fare Reduction on the Milwaukee Road and the Home-Free Program.

Evaluation of New Connections Advertisement: Beginning in January 1985, an RTA advertisement will appear in an informative publication distributed by Commonwealth Edison to all new customers. The advertisement will describe the region's transit system and include a "tear out" coupon for schedules, etc., as well as an introductory free ride on the system. The research is to determine whether the promotion had a positive effect and what type of new riders were attracted to the system.

Analysis of Consumer Response at the Travel Information Center: Statistical analyses will be made of complaints, suggestions and inquiries to the RTA Travel Information Center to see if discernible patterns exist--for example, whether complaints center on certain geographical areas or a specific RTA service. Such analyses will be continuous so that RTA may monitor significant shifts in consumer attitudes and take appropriate action.

#### Fare and Service Demonstration Program

A modest program of fare and service demonstrations will be sponsored by RTA and incorporated into its budget. Particular emphasis is placed upon innovative projects that entail some revenue risk and therefore would not normally be incorporated within the more conservative operating budgets of the individual Service Boards. These projects will be evaluated for effectiveness in ridership and revenue growth, service and other appropriate criteria. At the end of 1985, these programs would be continued (as demonstration programs), terminated, modified, or incorporated into the regular service structures of one or more Service Boards. The proposed budget includes \$300,000 for this program.

The projects to be considered for inclusion in the 1985 demonstration programs are:

Continuation of Link-Up to June 30, 1985: The Link-Up Pass, initiated in April, 1984, permits travel by bus at either end of a rush-hour rail trip. This program, budgeted at \$120,000, will be extended as a demonstration to June, 1985,

in order to more fully evaluate its impacts, including the vending of the pass through the commuter rail Ticket-By-Mail program.

Institution of a Visitor's Pass Program: Budgeted at \$50,000, this program would allow travel on all or a portion of the region's transit system through the use of a Visitor's Pass sold for a three or a seven day period. Details of this program remain to be developed.

Regional Paratransit Coordination: Budgeted at \$80,000, the objective of this program is to establish a mechanism for coordinating service among SBD funded paratransit carriers, while expanding the area to which mobility limited individuals can make trips. The geographic extent of the program and the administrative mechanisms remain to be determined.

Short Trip Pricing on Commuter Rail: Fares on commuter rail between adjacent zones would be reduced to the intra-zonal level. Details regarding the number of rail lines to be included in the demonstration, the zones to be excluded (such as downtown), and the degree to which this pricing would extend beyond a single cash fare ticket remain to be worked out. This demonstration is budgeted at \$50,000.

#### Travel Information and Marketing

RTA is responsible for providing travel information and marketing public transportation on a region-

wide basis. In 1984 RTA conducted its first advertising campaigns in three years to promote the Link-Up Pass and the Off-Peak Fare Demonstration on the Milwaukee Road West Line. RTA also began work on a program of discounts at area stores, restaurants and theaters for holders of monthly passes; it produced two half-hour programs on public transportation for cable television stations, and offered free monthly tickets (and free vacations, courtesy of Amtrak and Hilton Hotels) to winners of monthly drawings.

RTA's marketing and information program for 1985 includes:

- Continued operation of the Travel Information Center, which provides individualized assistance to 6,000 to 7,000 daily callers.
- Development of a system map, RTA's first since 1978.
- A region-wide "generic" advertising campaign, produced in cooperation with the Service Boards, that promotes the lower cost and greater convenience of public transportation in comparison with driving.
- Continuation of the merchant discount, cable television and ticket drawing programs.

## CHAPTER III

### FINANCIAL PROGRAM

This chapter of the Five Year Program focuses on two topics: 1) the proposed 1985 operating budgets for CTA, CRD, SBD, and RTA; and 2) the five year financial outlook for RTA and each of the Service Boards. Taken together, these topics compose the near-term and long-term financial operating program of RTA. Each topic also stands as a separate section intended, in part, to meet specific responsibilities required of RTA by State law.

#### REVIEW OF 1985 PROPOSED BUDGETS

This section reviews the proposed budgets for RTA and each Service Board. It presents an overall RTA budget (including the Service Boards) and a budget for RTA administration only. The proposed budgets for CTA, CRD, and SBD are reviewed for soundness, consistency, and conformity with the RTA Act.

Table III-1 shows the overall revenue and expense outlook for RTA for 1985, both by amount and percent of total.

The major source of revenue to RTA is the 1% (Cook County) and 1/4% (collar counties) sales tax. The 1985 revenue from this tax is expected to be \$340.2 million, or about 70% of total revenues. State grants from the Public Transportation Fund will provide \$84.0 million, (17%), and federal operating grants under the UMTA Section 9 Program will yield \$58.0 million (12%). All other sources of revenue, (primarily interest income) will total \$4.7 million

(1%). Figure III-1 graphically displays the RTA's 1985 sources of revenue.

The major uses of RTA funds are grants to the Service Boards for operating deficits. For 1985, preliminary allocations have been made in the following amounts:

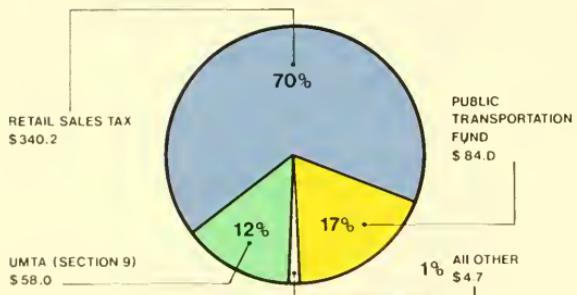
	<u>(000's)</u>
CTA	\$309,575
CRD	120,350
SBD	<u>48,152</u>
Total Transportation Services	\$478,077

The proposed budget for each Service Board is discussed in greater detail later in this chapter.

The remainder of RTA's funding is spent on administration, ridership information and marketing, interest expense and planning grants through the Unified Work Program. Figure III-1 graphically displays the 1985 proposed uses of RTA's funds. Although small in relation to the Service Board grants, the administrative, ridership information and marketing programs deserve additional explanation.

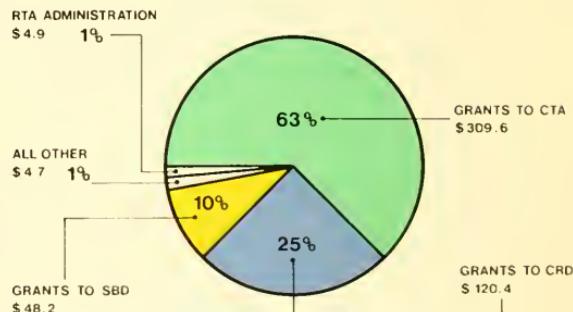
# REGIONAL TRANSPORTATION AUTHORITY FY85 PROPOSED BUDGET

## SOURCES OF FUNDS (IN MILLIONS)



Total \$ 486.9

## USES OF FUNDS (IN MILLIONS)



Total \$ 487.8

FIGURE III-I

Administration. Table III-2 shows RTA's proposed 1985 Administrative Budget. Subsidiary Schedule A provides detailed information and personnel plans supporting the administrative budget. The major features of the administrative plan are:

- ° The budget totals \$4.9 million and therefore meets the statutory ceiling on administrative costs.
- ° A selective hiring freeze has made it possible to provide salary increases to RTA employees, most of whom have received no increases in two years.
- ° A thorough review of RTA's health benefit package is planned, in an effort to reduce costs without serious negative impact on employees.
- ° Extensive efforts are planned to review operations performance with the aid of consultants. Significant economies are expected.

In summary, a substantially scaled-down RTA administration is planned in response to statutory mandate. Additional cuts, which have been made beyond those included in the reorganization plan, attest to RTA's desire to seek the greatest return from the leanest possible budget.

Unified Work Program. The regionwide Unified Work Program (UWP) allocates federal transportation planning funds to agencies conducting transit and highway planning and programming activities.

Each year, RTA and its Service Boards receive funds to support such efforts. In 1985, the amount projected for RTA and the Bus and Rail Service Boards is \$520,000. CTA will also receive approximately \$480,000 in UWP funds, as reflected in the CTA budget. Some of the funds received by RTA may also be passed through to county planning bodies to support sub-regional planning studies.

RTA PROPOSED BUDGET - 1985  
SUMMARY OF ESTIMATED PROGRAM COSTS  
(\$ 000)

TABLE III-1

	<u>1985 FORECAST</u>	<u>% OF TOTAL</u>
<b>PART I - REVENUE</b>		
RETAIL SALES TAX	\$340,200	69.9%
PUBLIC TRANSPORTATION FUND	84,036	17.3
MOTOR FUEL SALES AND USE TAX	100	-
LOCAL GOVERNMENT	-	-
UMTA SECTION 9	58,000	11.9
OTHER GRANTS AND REIMBURSEMENTS	598	0.1
INTEREST INCOME	<u>4,000</u>	<u>0.8</u>
TOTAL RTA REVENUES	<u>\$486,934</u>	<u>100.0%</u>
<b>PART II - PROGRAM COST</b>		
CTA (NET)	\$309,575	63.5%
COMMUTER RAIL (NET)	120,350	24.7
SUBURBAN BUS (NET)	48,152	9.9
RTA ADMINISTRATION	4,902	1.0
RIDERSHIP INFORMATION, MARKETING AND DEMONSTRATION PROGRAM	2,800	0.5
OTHER REGIONAL COSTS	881	0.2
UNIFIED WORK PROGRAM	520	0.1
OTHER OBLIGATIONS	488	0.1
TRANSITION COSTS	<u>113</u>	<u>-</u>
TOTAL RTA OPERATING EXPENSES	<u>\$487,781</u>	<u>100.0%</u>
<b>PART III - FUND BALANCE SUMMARY</b>		
BEGINNING BALANCE	\$ 63,570	
BUDGET (DEFICIT)	<u>(847)</u>	
ENDING BALANCE	\$ <u>62,723</u>	

RTA PROPOSED 1985 ADMINISTRATIVE BUDGET  
(\$ 000)

TABLE III-2

<u>DIRECT LABOR</u>		
SALARIES & WAGES (SEE A)	\$ 3,039	
FRINGE BENEFITS	<u>992</u>	
SUBTOTAL		\$ 4,031
<u>OUTSIDE SERVICES</u>		
LEGAL	\$ 275	
AUDIT	85	
CONSULTING	250	
DATA	210	
OTHER	<u>175</u>	
SUBTOTAL		\$ 995
<u>TRAVEL</u>		
LOCAL	\$ 15	
OUT OF REGION	<u>35</u>	
SUBTOTAL		\$ 50
<u>RENT &amp; UTILITIES</u>		
OFFICE SPACE	\$ 286	
EQUIPMENT	18	
UTILITIES & PHONE	<u>198</u>	
SUBTOTAL		\$ 502
<u>SUPPLIES &amp; EXPENSES</u>		
DUES & PUBLICATIONS	\$ 13	
POSTAGE	45	
SUPPLIES	80	
OTHER	<u>67</u>	
SUBTOTAL		\$ 205
GROSS TOTAL		\$ 5,783
<u>EXCLUSION ITEMS: OTHER REGIONAL COSTS*</u>		
<u>LABOR:</u>		
REGIONAL CAPITAL PLANNING	\$ (140)	
PRESS AND PUBLIC INFORMATION	(216)	
MARKETING	(107)	
BENEFITS	(151)	
ALL OTHER	<u>(262)</u>	
TOTAL EXCLUSION		\$ (881)
NET TOTAL		\$ 4,902

\*NOTE: These costs are excluded from RTA administrative costs as recommended by Ernst & Whinney in Final Report on The Management and Organization of the RTA.

RTA ADMINISTRATIVE BUDGET - 1985  
LABOR SUMMARY BY DIVISION  
(\$ 000)

SCHEDULE A

DEPARTMENTS & DIVISIONS	FULL TIME POSITIONS					
	APPROVED COUNT	FILLED COUNT	AMOUNT	OPEN COUNT	AMOUNT	
RTA BOARD - SUPPORT	2	1	\$ 45.7	1	\$ 17.3	
EXECUTIVE DIRECTOR	3	0	-0-	3	131.6	
LEGISLATIVE AFFAIRS	3	3	99.7			
EEO/OBE	1	1	49.0			
INTERNAL AUDIT	3	3	111.9			
GENERAL COUNSEL	6	6	186.5			
TOTAL	18	14	\$ 492.8	4	\$ 148.9	
PLANNING & DEVELOPMENT	2	2	72.6			
CAPITAL PLANNING	5	5	140.4			
SYSTEM PLANNING & STANDARDS	5	3	105.7	2	\$ 48.4	
RESEARCH	4	4	113.5			
TOTAL	16	14	\$ 432.2	2	\$ 48.4	
FINANCE & ADMINISTRATION	2	0	-0-	2	\$ 70.0	
FINANCIAL REPORTING	5	4	102.5	1	39.0	
GENERAL ADMINISTRATION	7	6	134.6	1	12.6	
CASH MANAGEMENT	2	2	59.2			
PERSONNEL	4	4	121.4			
TOTAL	20	16	\$ 417.7	4	\$ 121.6	
EXTERNAL RELATIONS	2	2	59.9			
COMMUNITY RELATIONS	2	2	59.6			
PRESS & PUBLIC INFORMATION	7	6	173.7	1	\$ 41.8	
MARKETING	3	3	107.4			
TOTAL	14	13	\$ 400.6	1	\$ 41.8	
BUDGET & MANAGEMENT ANALYSIS	2	2	73.1			
MANAGEMENT ANALYSIS	5	4	99.4	1	\$ 29.6	
FINANCIAL PLANNING	5	5	119.8			
BUDGET ANALYSIS	6	5	154.7	1	14.8	
OPERATIONS ANALYSIS	5	4	123.1	1	20.5	
TOTAL	23	20	\$ 570.1	3	\$ 64.9	
TOTAL FULL TIME POSITIONS	91	77	\$2,313.4	14	\$425.6	
FY85 BUDGET	POSITION COUNT	CURRENT AMOUNT	FY85 TOTAL			
FILLED POSITIONS	77	\$2,313.4	-			
OPEN POSITIONS	14	425.6	-			
TOTAL FULL-TIME POSITIONS	91	\$2,739.0	\$2,739.0			
BOARD OF DIRECTORS COMPENSATION			\$ 300.0			
TOTAL SALARIES AND WAGES			\$3,039.0			

Ridership Information and Marketing. The largest component of this program is the Travel Information Center (TIC), a telephone service that provides information on routes and schedules for all three Service Boards 24 hours a day, seven days a week, to people in all six counties of the RTA service area. The expected cost of operating the TIC in 1985 is about \$2.0 million.

RTA also expects to commit about \$800,000 to regional marketing and service demonstration projects. There clearly is a need to promote public transit and the RTA system as a whole to supplement the efforts of the Service Boards. Chapter II contains more information about service and fare demonstrations proposed for 1985.

Summary of the Proposed 1985 Budget. The RTA's preliminary 1985 Budget is based on the State mandated recovery ratio of 50%. To be prudent, RTA's preliminary plans are predicated on a farebox recovery ratio of 50.27%. Within this guideline, RTA anticipates revenues of about \$486.9 million to offset expenses of approximately \$487.8 million. This small deficit will be easily covered by the expected beginning balance of \$63.6 million in RTA's accounts. Thus, RTA's projected year end balance for the coming year is \$62.7 million.

The margin of safety in the recovery ratio and in the budget balance should reassure the public of

RTA's continued best efforts to restore the viability of public transit in the region. By trimming its own budget, RTA hopes to set an example for each Service Board to ensure the most efficient and effective system possible for the public.

Service Board Budget Analysis Methodology. In the following sections each Service Board's Proposed Budget is presented and analyzed. The analysis is divided into three elements:

- I. Summary description and comparison of the Proposed 1985 Budget with the 1984 budget and with the 1984 projected actual expenses.
- II. Observations, comments, and review of Service Board staffing, organizational changes, and use of outside professional services.
- III. RTA's statutory obligation (Section 4.11 of the RTA Act) to review and make determinations on specific budget items for each Service Board.

Proposed CTA Budget

I. The CTA Proposed 1985 Budget projects a 50.56% farebox recovery ratio after the application of \$12.9 million in anticipated 1984 carryover.

This equals the required recovery ratio. The following tables represent several analyses of the Proposed 1985 Budget through comparisons with 1984 figures.

CTA Budget Review  
Comparison to 1984 Budget (\$000's)

TABLE III-3

	Proposed 1985 Budget	Current 1984 Budget	Increase or Decrease Amount	(Decrease) %
<u>Revenue</u>				
Passenger	\$ 271,443	\$ 265,031	\$ 6,412	2.4%
Other	<u>17,657</u>	<u>28,262</u>	<u>(10,605)</u>	<u>(37.5)%</u>
Total Revenue	<u>\$ 289,100</u>	<u>\$ 293,293</u>	<u>\$ (4,193)</u>	<u>(1.4)%</u>
<u>Expenses</u>				
Operations	\$ 597,275	\$ 564,092	\$ 33,183	5.9%
<u>Public Funding</u>				
Required-Operations	\$ 308,175	\$ 270,799	\$ 37,376	13.8%
Associated Capital	<u>1,400</u>	<u>1,106</u>	<u>294</u>	<u>26.6%</u>
Total Operations	<u>\$ 309,575</u>	<u>\$ 271,905</u>	<u>\$ 37,670</u>	<u>13.9%</u>
Other Capital	<u>14,248*</u>	<u>302</u>	<u>13,946</u>	<u>N/A</u>
Total Public Funding Requested	<u>\$ 323,823</u>	<u>\$ 272,207</u>	<u>\$ 51,616</u>	<u>19.0%</u>
Carryover used	\$ 12,882	N/A	N/A	N/A
Recovery Ratio	50.56%	51.99%	(1.43)%	(2.8)%

NOTE: Carryover is added to revenue in determining recovery ratio. Figures are adjusted to a calendar year and 1984 budget data are adjusted to reflect the Link-Up program. Also, other revenue for 1984 included a one-time payment from the dissolution of the Chicago Urban Transportation District.

\*This is a request for 100% RTA funding of capital items. It is an issue to be resolved by the RTA Board in arriving at the final budget.

**CTA Budget Review**  
**Analysis of Operating Expenses (\$000's)**

TABLE III-4

	Proposed 1985 Budget	Current 1984 Budget	Increase or Amount	(Decrease) %
Labor	\$ 448,467	\$ 431,061	\$ 17,406	4.0%
Material	47,250	44,361	2,889	6.5%
Fuel	23,482	22,765	717	3.2%
Electric Power	21,522	18,104	3,418	18.9%
Provision for Damages	15,543	11,043	4,500	40.7%
All Other Expenses	41,011	36,488	4,523	12.4%
Link-Up Program	—	270	(270)	N/A
 <b>Total Operating Expenses</b>	 <b>\$ 597,275</b>	 <b>\$ 564,092</b>	 <b>\$ 33,183</b>	 <b>5.9%</b>

NOTE: Provision for Damages increased to reasonably provide for claim expense.

CTA Budget Review  
Comparison to 1984 Projected Actual (\$000's)

TABLE III-5

<u>Revenue</u>	<u>Proposed 1985 Budget</u>	<u>Projected 1984 Actual</u>	<u>Increase Amount</u>	<u>(Decrease) %</u>
Passenger	\$ 271,443	\$ 272,860	\$ (1,417)	(0.5)%
Other	17,657	25,308	(7,651)	(30.2)%
Total Revenue	<u>\$ 289,100</u>	<u>\$ 298,168</u>	<u>\$ (9,068)</u>	<u>(3.0)%</u>
<u>Expenses</u>				
Labor	\$ 448,467	\$ 418,641	\$ 29,826	7.1%
Material	47,250	42,468	4,782	11.3%
Fuel	23,482	22,408	1,074	4.8%
Electric Power	21,522	19,100	2,422	12.7%
Provision for Damages	15,543	11,051	4,492	40.6%
All Other Expenses	41,011	35,267	5,744	16.3%
Total Expenses	<u>\$ 597,275</u>	<u>\$ 548,935</u>	<u>\$ 48,340</u>	<u>8.8%</u>
<u>Public Funding</u>				
Required-Operations	\$ 308,175	\$ 250,767	\$ 57,408	22.9%
Associated Capital	1,400	1,106	294	26.6%
Total Operations	<u>\$ 309,575</u>	<u>\$ 251,873</u>	<u>\$ 57,702</u>	<u>22.9%</u>
Other Capital	14,248*	302	13,946	N/A
Total Public Funding Requested	<u>\$ 323,823</u>	<u>\$ 252,175</u>	<u>\$ 71,648</u>	<u>28.4%</u>
Carryover Used	\$12,882	N/A	N/A	N/A
Recovery Ratio	50.56%	54.32%	(3.76)%	(6.9)%

NOTE: Carryover is added to revenue in determining recovery ratio. Figures are adjusted to a calendar year. Projected 1984 Actual based on six periods of actual data as adopted by the RTA Interim Board on September 7, 1984. Also, other Revenue for 1984 included a one-time payment from the dissolution of the Chicago Urban Transportation District.

\*This is a request for 100% RTA funding of capital items. It is an issue to be resolved by the RTA Board in arriving at the final budget.

II. The following observations and comments were prepared after the initial review and analysis of CTA's Proposed 1985 Budget.

Staffing - Position Increases

CTA staffing proposed for 1985 is 12,709 equivalent positions, an increase of 153 positions over the level in the current 1984 budget. Analysis of this increase is shown in Table III-6.

CTA Budget Review  
Staffing Analysis

TABLE III-6

	<u>1984 Budget</u>	<u>1985 Budget</u>	<u>Increase or (Decrease)</u>	
			<u>Count</u>	<u>%</u>
Scheduled Transit Personnel	7,012	6,987	(25)	(0.4)%
All Other Personnel	5,544	5,722	178	3.2%
Total	<u>12,556</u>	<u>12,709</u>	<u>153</u>	<u>1.2%</u>

Organizational Changes

The basic structure of the proposed organization appears to be similar to that adopted in the FY84 Budget. There are, however, some important differences in the reporting relationships to both the Chairman and Board, and the Executive Director.

The General Attorney's office, which formerly reported to the Executive Director, now reports directly to the Chairman. In addition, the position of Deputy General Attorney has been created to direct the day-to-day operations of this unit.

The FY85 organization proposes to create an Intergovernmental Affairs Unit reporting to the Chairman and Board. The function of this unit has been expanded from what was formerly a staff role.

As in the FY84 Budget, the majority of the functional units report to the Executive Director. The span of control for this position has been reduced from eleven to nine: from seven groups/divisions and four departments, to six groups/divisions and three departments. The reduction in the number of groups/divisions was accomplished by consolidation and restructuring. In this process, six Deputy Executive Directorships were created:

- ° Operations, formerly the Transportation Division, remains unchanged.
- ° Engineering and Maintenance, consolidate the Equipment E & M Division and the Facilities E & M Division.
- ° Finance remains unchanged.
- ° Human Resources is expanded to include Community Affairs, which develops and maintains liaison with concerned individuals and groups throughout the service area.
- ° Administration is restructured to include Safety; Capital Development now reports to Planning and Development.
- ° Planning and Development is a newly created major group including Capital Development, Operations Planning and Strategic Planning. Operations Planning has been a separate unit reporting directly to the Executive Director, and Strategic Planning previously reported directly to the Chairman of the Board.

The three independent departments are Budget, Public Affairs, and Police Liaison. The Budget function remains unchanged. Public Affairs still includes all the functions falling under the category of Consumer Services. The Police Liaison Department is newly created. Its objective is to effect working relationships with all law enforcement agencies in the service area.

#### Outside Professional Services

Purchase of various professional services have been grouped below.

- ° Advertising and Promotion totaling about \$443,000.
  - New marketing thrust to increase ridership through advertising of new and existing service. This is an increase of \$348,400 over the 1984 budget.
- ° Other Services totaling about \$8 million.
  - Outside legal work represents about \$1,800,000 of the approximately \$3 million in the Executive Division.
  - Finance Division purchase of consulting and auditing represents about \$3.2 million.
  - The balance of about \$1.8 million represents all other divisions' purchase of outside assistance for planning, modernization studies, programming, etc.

III. Pursuant to Section 4.11-Budget Review Powers of the RTA Act, the following five review criteria are presented.

A. Budget Balanced - Revenue to Expense

Proposed revenues and expenses are balanced and meet the required public funding limit for operations. However, reductions in labor expense are planned without explanation or documentation of the means of achieving these reductions.

B. Budget Provides for Prompt Payment of Expenses

The Proposed Budget meets this requirement.

C. Budget Meets System Generated Revenue Recovery Ratio

The Proposed Budget meets the required recovery ratio.\*

D. Budget Assumptions and Projections are Reasonable

° Passenger revenue to remain about the same for on-going operations with no increase in fares. This somewhat conservative assumption is considered reasonable.

\*This conclusion is subject to resolution of the \$14,248,000 request for 100% RTA funded capital items.

° Wage rates have been assumed frozen for purposes of the proposed budget. RTA questions what plan of action would be taken if wage rate changes cause a net increase in operating expense (i.e., as it would affect the budget balance and recovery ratio). Furthermore, for these assumptions to be considered reasonable, the unspecified reductions in total labor cost must be clarified.

° General inflation to be approximately 6%. This conforms to the forecast used in RTA planning and is therefore judged to be reasonable.

° Pension contribution at 13%. This currently is an acceptable assumption for planning purposes.

E. Budget Prepared in Accordance With Sound Financial Practices

Budget format and methods are well presented and in accordance with sound financial practices.

Proposed CRD Budget

I. The CRD Proposed 1985 Budget projects a 52.10% farebox recovery ratio after application of \$1.3 million of anticipated 1984 carryover.

This equals the required recovery ratio. The following tables provide a detailed analysis of the 1985 budget.

Commuter Rail Division Budget Review  
Comparison with 1984 Budget (000's)

TABLE III-7

	<u>Proposed</u> <u>1985 Budget</u>	<u>Current</u> <u>1984 Budget</u>	<u>Increase or (Decrease)</u>	
			<u>Amount</u>	<u>%</u>
<u>Revenue</u>				
Passenger	\$ 122,326.0	\$ 116,213.0	\$ 6,113.0	5.3%
Other	2,988.4	7,173.0	(4,184.6)	(58.3)%
Total Revenue	\$ <u>125,314.4</u>	\$ <u>123,386.0</u>	\$ <u>1,928.4</u>	1.6%
<u>Expenses</u>				
Operating	\$ 226,362.8	\$ 206,099.0	\$ 20,263.8	9.8%
Fuel	16,724.3	16,012.0	712.3	4.4%
Add. Compensation	2,577.3	2,691.0	(113.7)	(4.2)%
Total Expenses	\$ <u>245,664.4</u>	\$ <u>224,802.0</u>	\$ <u>20,862.4</u>	9.3%
Public Funding Required				
Required	\$ <u>120,350.0</u>	\$ <u>101,416.0</u>	\$ <u>18,934.0</u>	18.7%
Depreciation	\$ 2,586.2	\$ 2,510.0	\$ 76.2	3.0%
Carryover used	\$ 1,334.0	N/A	N/A	N/A
Recovery Ratio	52.10%	55.51%	(3.41)%	(6.1)%

NOTE: Carryover is added to total Revenue and Depreciation is subtracted from Total Expenses in determining the Recovery Ratio. Also, Other Revenue has decreased due to a change in accounting method that now recognizes a decrease to expense (instead of an increase to Other Revenue) for certain billable and capital items.

TABLE III-8

**Commuter Rail Division Budget Review**  
**Distribution of Public Funding Required (\$000's)**

	<u>Proposed 1985 Budget</u>	<u>Current 1984 Budget</u>	<u>Increase or Amount</u>	<u>(Decrease) %</u>
NIRC	\$ 40,194.0	\$ 36,142.0	\$ 4,052.0	11.2%
ICG	31,545.6	25,578.0	5,967.6	23.3
C&NW	30,814.6	24,938.0	5,876.6	23.6
BN	16,464.2	13,771.0	2,693.2	19.6
CSS	935.8	691.0	244.8	35.4
NS	395.8	296.0	99.8	33.7
Total	<u>\$ 120,350.0</u>	<u>\$ 101,416.0</u>	<u>\$ 18,934.0</u>	<u>18.7%</u>

TABLE III-9

Commuter Rail Division Budget Review  
Comparison with 1984 Projected Actual (000's)

	<u>Proposed 1985 Budget</u>	<u>Projected 1984 Actual</u>	<u>Increase or Decrease)</u>	
	<u>Amount</u>		<u>%</u>	
<u>Revenue</u>				
Passenger	\$ 122,326.0	\$ 118,079.0	\$ 4,247.0	3.6%
Other	<u>2,988.4</u>	<u>6,575.0</u>	<u>(3,586.6)</u>	<u>(54.5)%</u>
Total Revenue	<u>\$ 125,314.4</u>	<u>\$ 124,654.0</u>	<u>\$ 660.4</u>	<u>0.5%</u>
<u>Expenses</u>				
Operating	\$ 226,362.8	\$ 206,651.0	\$ 19,711.8	9.5%
Fuel	<u>16,724.3</u>	<u>15,580.0</u>	<u>1,144.3</u>	<u>7.3%</u>
Add. Compensation	<u>2,577.3</u>	<u>2,500.0</u>	<u>77.3</u>	<u>3.1%</u>
Total Expenses	<u>\$ 245,664.4</u>	<u>\$ 224,731.0</u>	<u>\$ 20,933.4</u>	<u>9.3%</u>
Public Funding Required	<u>\$ 120,350.0</u>	<u>\$ 100,077.0</u>	<u>\$ 20,273.0</u>	<u>20.3%</u>
Depreciation	\$ 2,586.2	\$ 2,573.0	\$ 13.2	.5%
Carryover Used	\$ 1,334.0	N/A	N/A	N/A
Recovery Ratio	52.10%	56.11%	(4.01)%	(7.15)%

NOTE: Carryover is added to Total Revenue and Depreciation is subtracted from Total Expenses in determining the Recovery Ratio. Projected 1984 Actual based upon five months actual as adopted by the RTA Interim Board on September 7, 1984. Other Revenue decrease caused by a change in accounting method for 1985.

TABLE III-10

**Commuter Rail Division**  
**Distribution of Public Funding Required (000's)**

	<u>Proposed 1985 Budget</u>	<u>Projected 1984 Actual</u>	<u>Increase or Amount</u>	<u>(Decrease) %</u>
NIRC	\$ 40,194.0	\$ 36,851.0	\$ 3,343.0	9.1%
ICG	31,545.6	25,238.0	6,307.6	25.0%
C&NW	30,814.6	25,447.0	5,367.6	21.1%
BN	16,464.2	11,393.0	5,071.2	44.5%
CSS	935.8	1,082.0	(146.2)	(13.5)%
NS	395.8	66.0	329.8	499.7%
Total	<u>\$ 120,350.0</u>	<u>\$ 100,077.0</u>	<u>\$ 20,273.0</u>	<u>20.3%</u>

The following observations and comments were prepared following the initial review and analysis of CRD's Proposed 1985 Budget.

#### Staffing - Position Increases

NIRC proposes 1,135 positions for 1985. Compared with the recommended staffing levels in the final report of Ernst & Whinney's Management and Organization Study, the total staffing of NIRC would increase a net of 8 positions. Analysis of this net increase is shown in Table III-11.

Commuter Rail Division Budget Review TABLE III-11  
Staffing Analysis

	Management and Support Positions	Technical (Agreement or Union) Positions	Total Positions 1985
NIRC Proposed	295	840	1,135
E & W Recommended	<u>274</u>	<u>853</u>	<u>1,127</u>
Difference	<u>21</u>	<u>(13)</u>	<u>8</u>
% Change	7.7%	(1.5)%	.7%

#### Organizational Changes

Conceptually, the basic structure of the proposed FY85 organization is the same as that recommended by Ernst & Whinney and adopted by the Transition Board. The operation of the Milwaukee Road and the

Rock Island are organizationally separate and distinct from the administration of these two carriers and from the administration of the Commuter Rail Division itself. The major differences are the result of the realignment of administrative functions under the direction of the newly created position of Assistant Executive Director -Corporate Administration.

As a result of the administrative realignment, two additional "offices" report directly to the Executive Director: Personnel and Security and Police Services. In its final report E & W had recommended that Personnel be a division in the General Administration Department. The CRD organization proposes two fewer professional or non-bargaining unit support positions. E & W recommended that the Office of Security report to the Assistant Executive Director -Operations. The CRD staffing of this function proposes one additional management position and one less professional position.

The CRD proposal includes seven additional bargaining unit positions in the Treasury and Finance Department, six in the Accounting Division and one in the Budgeting Division.

The Assistant Executive Director Corporate Administration is a newly created position. The position was given consideration by the E & W team but was not recommended in their final report. As

proposed, there are six direct reporting relationships to the Assistant Executive Director -Corporate Administration, three Offices and three Departments. Also, Office of Marketing has been segregated from External Affairs and replaces the Office of Legislative Affairs which was incorporated into the Assistant Executive Director's staff.

The structure of the functions reporting to the Assistant Executive Director Operations is essentially the same as that recommended by E & W. The realignment of the Office of Security was noted above. In the Office of Capital Projects Engineering -- Engineering Department, the Signal and Electric Engineering Division, as recommended by E & W, has been split into two separate divisions resulting in the addition of one management position. The CRD proposal also incorporates several staffing changes.

#### Outside Professional Services

Purchase of various professional services have been identified in the NIRC "Account Summary", however, further information and detail is needed. Such services include:

- ° Tickets timetables, and other printing total about \$0.5 million.
- ° Consulting and legal services about \$0.6 million.
- ° Advertising and marketing services about \$1.5 million.

Some uses for the above amounts that have been determined to date are: Milwaukee Road acquisition, claims defense, fixed facility agreements, and market research. Little detail has been provided to describe these items.

III. Pursuant to Section 4.11 -Budget Review Powers of the RTA Act, the following five review criteria are presented.

A. Budget Balanced - Revenue to Expense

Proposed revenues and expenses are balanced and meet the required public funding limit.

B. Budget Provides for Prompt Payment of Expenses

The Proposed Budget meets this requirement.

C. Budget Meets Systems-Generated Revenue Recovery Ratio

The Proposed Budget meets the required recovery ratio.

D. Budget Assumptions and Projections are Reasonable

General inflation is assumed to be 6.5%. Labor cost increases appear to be within the rate of inflation. Inflation rates for utilities range between 3% and 6%. Insurance increases between 20% and 25% are expected, based on national experience in the railroad industry. These assumptions appear reasonable.

E. Budget Prepared in Accordance with Sound Financial Practices

While generally informative, this budget submission is lacking in account detail for NIRC. Otherwise, the budget format and methods are in accordance with sound financial practices.

The Commuter Rail Division budget document raises an issue of regional equity in a proposal to have the RTA Board reallocate its discretionary funds on a different basis from that used by the Transition Board to set preliminary farebox recovery ratios. This issue has to be resolved by the RTA Board in its budget approval function.

### Proposed SBD Budget

I. The SBD's Proposed 1985 Budget projects a 26.70% fare box recovery ratio. This recovery ratio does not include any anticipated 1984 carryover.

The ratio falls 3.17 percentage points or 10.6% below RTA's required ratio of 29.87%. The following tables present an analysis of SBD's proposed 1985 budget.

Suburban Bus Division Budget Review  
Comparison with 1984 Budget (000's)

TABLE III-12

	<u>Proposed</u> <u>1985 Budget</u>	<u>Current</u> <u>1984 Budget</u>	<u>Increase or (Decrease)</u> <u>Amount</u>	<u>%</u>
<u>Revenue</u>				
Passenger	\$ 17,543	\$ 14,656	\$ 2,887	19.7%
Other	-0-	-0-	-0-	N/A
Total Revenue	\$ 17,543	\$ 14,656	\$ 2,887	19.7%
<u>Expenses</u>				
Operating	\$ 61,695	\$ 51,259	\$ 10,436	20.4%
Fuel	4,000	3,724	276	7.4%
Total Expenses	\$ 65,695	\$ 54,983	\$ 10,712	19.5%
Public Funding Required	\$ 48,152	\$ 40,327	\$ 7,825	19.4%
Carryover Used	- 0 -	N/A	N/A	N/A
Recovery Ratio	26.70%	26.66%	0.04%	0.2%

NOTE: 1984 RTA estimated carryover of \$2.1 million (or 1984 SBD estimated carryover of \$1.6 million) is not included in determining the 1985 recovery ratio.

Suburban Bus Division Budget Review  
Distribution of Public Funding Required (\$000's)

TABLE III-13

	<u>Proposed</u> <u>1985 Budget</u>	<u>Current</u> <u>1984 Budget</u>	<u>Increase or</u> <u>Amount</u>	<u>(Decrease)</u> <u>%</u>
Funded Carriers	\$ 25,583	\$ 23,762	\$ 1,821	7.7%
Administration	8,500	2,625	5,875	223.8%
Fuel	4,000	3,724	276	7.4%
Centralized Support	3,250	2,048	1,202	58.7%
Contract Carriers	3,050	3,240	(190)	(5.9)%
Paratransit	2,665	3,967	(1,302)	(32.8)%
Insurance	1,104	961	143	14.9%
Total	<u>\$ 48,152</u>	<u>\$ 40,327</u>	<u>\$ 7,825</u>	<u>19.4%</u>

**Suburban Bus Division Budget Review  
Comparison with 1984 Projected Actual (000's)**

TABLE III-14

	<u>Proposed 1985 Budget</u>	<u>Projected 1984 Actual</u>	<u>Increase or Amount</u>	<u>(Decrease) %</u>
<b><u>Revenue</u></b>				
Passenger	\$ 17,543	\$ 16,652	\$ 891	5.4%
Other	-	-	-	-
Total Revenue	<u>\$ 17,543</u>	<u>\$ 16,652</u>	<u>\$ 891</u>	<u>5.4%</u>
<b><u>Expenses</u></b>				
Operating	\$ 61,695	\$ 50,937	\$ 10,758	21.1%
Fuel	4,000	3,700	300	8.1%
Total Expenses	<u>\$ 65,695</u>	<u>\$ 54,637</u>	<u>\$ 11,058</u>	<u>20.2%</u>
Public Funding Required	<u>\$ 48,152</u>	<u>\$ 37,985</u>	<u>\$ 10,167</u>	<u>26.8%</u>
Carryover Used	- 0 -	-	-	-
Recovery Ratio	26.70%	30.48%	(3.78)%	(12.4)%

TABLE III-15

Suburban Bus Division Budget Review  
Distribution of Public Funding Required (000's)

	<u>Proposed 1985 Budget</u>	<u>Projected 1984 Actual</u>	<u>Increase or Amount</u>	<u>(Decrease) %</u>
Funded Carriers	\$ 25,583	\$ 22,985	\$ 2,598	11.3%
Administration	8,500	3,300	5,200	157.6%
Fuel	4,000	3,700	300	8.1%
Centralized Support	3,250	2,300	950	41.3%
Contract Carriers	3,050	2,875	175	6.1%
Paratransit	2,665	2,125	540	25.4%
Insurance	1,104	700	404	57.7%
Total	<u>\$ 48,152</u>	<u>\$ 37,985</u>	<u>\$ 10,167</u>	26.8%

NOTE: Projected 1984 Actual based on Five Months Actual data as adopted by RTA Interim Board on September 7, 1984.

II. The following observations and comments were prepared following the initial review and analysis of SBD's Proposed 1985 Budget.

Staffing - Position Increases

The staffing level proposed by SBD for 1985 is 156 positions. When compared to the recommended staffing level of 132 in the final report of Ernst & Whinney's Management and Organization Study, the total staffing of SBD would increase a net 24 positions. Analysis of this net increase follows:

Suburban Bus Division Budget Review      TABLE III-16  
Staffing Analysis

Management and Support Positions	
SBD Proposed 1985	156
E & W Recommended	<u>132</u>
Difference	<u>24</u>
% Increase	18.2%

Organizational Changes

The basic structure of the proposed FY85 organization is essentially the same as that recommended by Ernst & Whinney and adopted by the Transition Board. The major differences relate to consolidation and restructuring.

Within the Bus Operations Management Department, Maintenance and Service Division, the Maintenance and Technical Services functions have been separated. The Department as a whole shows an increase of four positions when compared to the E & W recommendations.

Several major changes have taken place in the Planning and Development Department. The Capital Planning and Grant Administration Divisions have been consolidated resulting in the decrease of one Division Manager position. The research function has been downgraded to Section level and a new Section, Bus Services, has been added. Overall, the Department shows an increase of 10 positions over recommended levels.

There are no organizational changes in the Finance and Administration Department, but 12 new positions have been added above E & W recommendations.

The Paratransit Services Department has created a new division, Paratransit Development, and hence added one Division Manager position. However, total staffing declines by three positions in the Department.

The External Relations Department has consolidated the Community and Consumer Relations and Marketing Divisions resulting in the decrease of one Division Manager position. In addition, the Legislative Affairs function has been incorporated

into this division. Total staffing for the Department is unchanged from recommended levels.

#### Outside Professional Services

Purchase of various professional services are identified and grouped below:

- ° Legal Services totaling about \$360,000.
  - claim litigation, \$250,000.
  - expert witness, subpoena, and other fees, \$74,000.
  - Service Board legal advice, \$35,000.
- ° Audit Services totaling about \$183,000.
  - auditing of all major carriers and some selected Paratransit, \$123,000.
  - Bus Division audit, \$60,000.
- ° Consulting Services totaling about \$100,000.
  - expanded ATE services.
  - accounting system development for fixed assets.
  - systems application for inventory control.
- ° Marketing and Promotion Services totaling about \$500,000.
  - Promotion of new or expanded bus services.

III. Pursuant to Section 4.11 -Budget Review Powers of the RTA Act, the following five review criteria are presented.

#### A. Budget Review - Revenue to Expense

Proposed revenues and expenses are balanced and meet the public funding limit. However, the required recovery ratio is not met as discussed in C below.

#### B. Budget Provides for Prompt Payment of Expenses

The Proposed Budget meets this requirement.

#### C. Budget Meets System-Generated Revenue Recovery Ratio

The Proposed Budget projects a 26.70% farebox recovery ratio. This submission is below the required recovery ratio of 29.87% by 3.17 percentage points or 10.6% of the goal.

#### D. Budget Assumptions and Projections are Reasonable

- ° Ridership to expand 6% over 1984 projected actual due to service expansion and normal growth. This is an acceptable assumption.
- ° Wage rates for contract personnel are estimated to increase 4%. SBD estimates

that other labor will increase by about 5%. These assumptions seem reasonable.

° General inflation to be approximately 6%. This matches RTA assumptions.

E. Budget Prepared in Accordance with Sound Financial Practices

The budget format and methods are well presented and in accordance with sound financial practices.

## LONG-RANGE FINANCIAL PLAN

The purpose of this long-range financial plan is to focus discussion on a few key policy issues. Some of the variables, such as the level of federal funding, are beyond the control of the RTA Board, while others, such as the recovery ratios to be set for the Service Boards over the next five years are the explicit mandate of the RTA Board.

### Baseline Projection

Table III-17 presents the Authority's fiscal outlook against baseline assumptions for FY85 through FY89, together with the most recent estimates for FY84 as a basis of comparison. (See Notes to Table III-17 for details on assumptions.)

The FY85 forecasts portrayed in Table III-3 reflect data developed in consultation with the Service Boards. After FY85, a 6% growth rate is assumed. Both major public funding components (sales tax and Public Transportation Fund money) are expected to grow at 6% per year. Expenses would also be expected to grow at about 6% per year, but management would have to hold expense growth below that rate to continue to achieve a 50% farebox recovery ratio.

Federal funds for operating assistance have been assumed to be phased out in FY86 and FY87. This is based on the opinion of informed observers that efforts to reduce the federal deficit will increase pressures to terminate operating assistance to transit. RTA opposes termination of federal operating assistance and will make every effort to continue it. Still, this forecast uses a conservative, and realistic, outlook.

Under these assumptions, fare increases will be required, beginning in FY86. It is felt that the maximum increase, without reducing ridership to the point of diminishing returns, will be 10% per year. Since the precise composition and timing of fare increases will be the subject of considerable debate and fine tuning, a simple 10% increase per year for all Service Boards on January 1, beginning in FY86 and continuing through FY89, has been used here. It has been assumed, conservatively, that for each 10% increase in fares, ridership will decrease 3% for the CTA, and 2.2% for the CRD and will remain stable for SBD. Since no other ridership gains are incorporated, this translates to a decline from present ridership levels for both the

CTA and CRD, with SBD ridership remaining at present levels. These assumptions differ from the ridership projections used in the operations planning section of this document because of the unique needs of each section. The financial plan must reflect a conservative outlook which minimizes the risk of a revenue shortfall. The operations plan faces risk in the opposite direction since its intent is to ensure adequate service.

Even if fares increase at the assumed rate, there will be insufficient revenues to meet recovery ratio requirements. Therefore, it has been necessary to assume expense reductions in some years for all Service Boards. As the result, growth in permissible FY86 expenses will likely be curtailed below the 6% level (excluding carryover). However, after FY86, all Service Boards will be permitted annual expense increases of 6% or more. Although these assumptions would result in a budget deficit in the last three years of the period, the fund balance remains positive throughout the period.

RTA FINANCIAL POSITION 1985 - 1989  
(\$'000's)

TABLE III-17

	<u>Baseline Projection</u>					
	1984 <u>Projected</u>	1985 <u>Forecast</u>	1986 <u>Forecast</u>	1987 <u>Forecast</u>	1988 <u>Forecast</u>	1989 <u>Forecast</u>
<b>PART I -- RTA REVENUES:</b>						
Retail Sales Tax	\$320,000	\$340,200	\$360,612	\$382,249	\$405,184	\$429,495
Public Transportation Fund	96,612	84,036	89,078	94,423	100,088	106,094
Motor Fuel Sales and Use Tax	150	100	-	-	-	-
UMTA Section 9	46,323	58,000	29,000	-	-	-
Other Grants & Reimbursements	555	598	598	598	598	598
Interest Income	4,239	4,000	4,000	4,000	3,000	2,000
<b>TOTAL RTA REVENUES</b>	<b>\$467,879</b>	<b>\$486,934</b>	<b>\$483,288</b>	<b>\$481,270</b>	<b>\$508,870</b>	<b>\$538,187</b>
<b>PART II -- PROGRAM COSTS:</b>						
Total Transportation Services	\$390,162	\$478,077	\$465,001	\$492,938	\$521,757	\$550,873
RTA Administration	9,541	4,902	5,147	5,404	5,675	5,958
Regional Support Costs	-	881	925	971	1,020	1,071
Rider Information, Marketing and Demonstrations	2,518	2,800	2,968	3,146	3,335	3,535
Unified Work Program	349	520	520	520	520	520
Interest Expense	1,660	488	451	-	-	-
Transition Costs	-	113	-	-	-	-
<b>TOTAL RTA OPERATING EXPENSES</b>	<b>\$404,230</b>	<b>\$487,781</b>	<b>\$475,013</b>	<b>\$502,979</b>	<b>\$532,306</b>	<b>\$561,957</b>
<b>BUDGET SURPLUS (DEFICIT)</b>	<b>\$ 63,649</b>	<b>\$ (847)</b>	<b>\$ 8,276</b>	<b>\$ (21,710)</b>	<b>\$ (23,437)</b>	<b>\$ (23,771)</b>
<b>PART III -- FUND BALANCE:</b>						
Beginning Balance	\$ 19,921	\$ 63,570	\$ 62,723	\$ 70,999	\$ 49,289	\$ 25,852
Budget Surplus (Deficit)	63,649	(847)	8,276	(21,710)	(23,437)	(23,771)
Designated for Capital	(20,000)	-	-	-	-	-
<b>ENDING BALANCE</b>	<b>\$ 63,570</b>	<b>\$ 62,723</b>	<b>\$ 70,999</b>	<b>\$ 49,289</b>	<b>\$ 25,852</b>	<b>\$ 2,082</b>

**RTA FINANCIAL POSITION 1985 - 1989**  
 (\$000's)

TABLE III-17  
 (continued)

	<u>Baseline Projection</u>					
	<u>1984 Projected</u>	<u>1985 Forecast</u>	<u>1986 Forecast</u>	<u>1987 Forecast</u>	<u>1988 Forecast</u>	<u>1989 Forecast</u>
<b>PART IV -- FAREBOX AND OTHER SYSTEM GENERATED REVENUES:</b>						
(Incl. Net fare increases and carryovers)						
RTA	\$ 4,239	\$ 11,827	\$ 6,443	\$ 6,207	\$ 6,889	\$ 8,927
CTA	298,200	301,982	308,046	328,256	349,815	372,812
CRD	124,654	126,648	134,589	144,553	155,274	166,802
SBD	<u>16,652</u>	<u>19,629</u>	<u>19,303</u>	<u>21,227</u>	<u>23,350</u>	<u>25,953</u>
TOTAL REVENUE	<u>\$463,745</u>	<u>\$460,086</u>	<u>\$468,381</u>	<u>\$500,244</u>	<u>\$535,327</u>	<u>\$574,494</u>
<b>PART V -- SYSTEM OPERATING EXPENSES:</b>						
RTA	\$ 13,538	\$ 9,216	\$ 9,560	\$ 10,042	\$ 10,549	\$ 11,084
CTA*	548,900	597,275	606,987	643,640	682,566	723,907
CRD**	222,158	243,078	249,239	266,458	284,906	304,662
SBD	<u>54,637</u>	<u>65,695</u>	<u>66,562</u>	<u>72,571</u>	<u>78,244</u>	<u>82,938</u>
TOTAL EXPENSES	<u>\$839,233</u>	<u>\$915,264</u>	<u>\$932,348</u>	<u>\$992,710</u>	<u>\$1,056,265</u>	<u>\$1,122,591</u>
<b>PART VI -- RECOVERY RATIOS:</b>						
CTA	<u>56.33%</u>	<u>50.56%</u>	<u>50.75%</u>	<u>51.00%</u>	<u>51.25%</u>	<u>51.50%</u>
CRD	<u>56.11%</u>	<u>52.10%</u>	<u>54.00%</u>	<u>54.25%</u>	<u>54.50%</u>	<u>54.75%</u>
SBD	<u>30.48%</u>	<u>29.87%</u>	<u>29.00%</u>	<u>29.25%</u>	<u>29.84%</u>	<u>31.29%</u>
SYSTEM-WIDE	<u>52.88%</u>	<u>50.27%</u>	<u>50.24%</u>	<u>50.39%</u>	<u>50.68%</u>	<u>51.18%</u>

\* CTA operating expenses excludes unanticipated and associated capital costs.

\*\* Rail operating expenses excludes depreciation costs.

NOTE: Entries may not add to totals in all instances due to rounding.

NOTES TO TABLE III-17

Basic assumptions are as follows:

- Sales tax revenue projections for FY84 and FY85 as presented to Interim RTA Board September 7, 1984. These projections are identical to projections of the Illinois Economic and Fiscal Commission, slightly higher than the Illinois Bureau of the Budget figures, and somewhat below RTA's internal moving average projections. Consistent with RTA's accrual accounting for these funds, liability month is used as the basis for the estimate. In subsequent years, revenues are assumed to grow at 6% each year.
- Public Transportation Fund revenues, while estimated against the foregoing sales tax base, represent a cash projection, again consistent with the manner in which these funds are accounted.
- UMTA Section 9 operating grant proceeds for FY85 will continue at the same level as FY84, \$58 million. However, informed observers believe a serious effort will have to be made to come to grips with the federal deficit problem. In this connection, it may be prudent to expect escalation of the effort to reduce operating assistance to transit. Were such an effort to succeed, it is assumed that funding would drop sharply --to \$29 million in FY86, and to zero thereafter. This worst-case assumption has been incorporated as part of this baseline projection. Again, it is not RTA's policy to support reductions in federal operating assistance, but a conservative approach has been taken.
- Farebox revenues reflect the assumption of a 10% across-the-board fare increase on January 1 of FY86 and each year thereafter simultaneously for all Service Boards. Figures are net of ridership loss for each fare increase as follows: CTA 3%, CRD 2.2%, and SBD, 0%. No other increases in ridership are assumed.
- FY85 expense items are based on preliminary data developed in consultation with the Service Boards. The subsequent years reflect a 6% annual increase over prior years, adjusted for required expense reductions to meet recovery ratio requirements at stated levels of fare increase and/or maintenance of a positive Fund balance.
- Carryovers of system-generated revenues in excess of minimum recovery ratio requirements to the next fiscal year are permitted.
- Beginning in FY87 and thereafter, required recovery ratios for the service boards are increased incrementally each year so as to maintain a positive Fund balance throughout the period.
- RTA administrative expenses remain within the statutory limits. RTA's final FY85 administrative budget is less than the \$5,000,000 limit because of management actions to hold down costs: selective hiring freeze, examination of fringe benefits package and other actions.
- In 1984, the RTA Transition Board of Directors designated \$20 million for the non-federal share of capital projects (\$16.5 million) and for a small program of RTA-funded capital projects (\$3.5 million). This action was taken to ensure federal funding of RTA's capital program in the absence of a State of Illinois guarantee of local match on all projects. RTA will work toward a guarantee of local share from the State of Illinois on future capital projects.
- Transition cost represent expenses now assigned to CRD or SBD, but which will be unallocable during 1985. For example, office space now leased for Service Board use may be vacant if staff is relocated before the lease expires.

### Alternative Projections

Although it is advisable to assume a rapid phase-out of federal operating assistance for purposes of long-term financial planning, it is by no means certain that such a phase-out will occur. Obviously, if it does not, RTA's position will improve substantially. Table III-18 illustrates what is projected to occur if federal operating assistance continues throughout the period at the present level of \$58 million per year.

Basically, such a development would make available substantial sums for non-operating purposes throughout the period. These surpluses could be used to supplement the federal capital program if the State returns to full participation relative to the non-federal share, or for local contribution to the non-federal share if it does not. Due to recovery ratio requirements, it would not be possible to avoid fare increases, although some adjustment could be possible. Similarly, some adjustment in required expense cuts could be possible in the latter part of the period in lieu of portions of the capital program.

If inflation -- and hence both sales-tax-related revenues and expenses -- were to vary from the 6% assumed as the baseline, the results differ from what might be expected. For example, at 7% inflation, the recovery ratio acts as a budgetary ceiling (assuming 10% per year to be the maximum

fare increase) forcing expense reductions to maintain a positive budgetary and fund balance throughout the period. At 5% inflation, with all other variables (including the 10% per year fare increases) held constant, sales-tax-related revenues do not grow fast enough in relation to expense to prevent negative budgetary balances in FY88 and FY89 with a negative Fund balance in both of the last two years of the period. For clarity, only the 6% economic outlooks have been included in this document.

The alternatives discussed so far in this chapter have assumed that the CRD would meet a higher farebox ratio than the CTA and that ratios for all three divisions would increase slightly over time. (This would be necessary if federal funding were eliminated as discussed earlier.) The ratios included in the preceding alternatives are:

	1985 (%)	1986 (%)	1987 (%)	1988 (%)	1989 (%)
CTA	50.56	50.75	51.00	51.25	51.50
CRD	52.10	54.00	54.25	54.50	54.75
SBD	29.87	29.00	29.25	29.84	31.29
TOTAL	50.27	50.24	50.39	50.68	51.26

RTA FINANCIAL POSITION 1985 - 1989  
(\$000's)

TABLE III-18

<u>Alternative Projection: Continuation of Federal Operating Funds</u>						
	1984 <u>Projected</u>	1985 <u>Forecast</u>	1986 <u>Forecast</u>	1987 <u>Forecast</u>	1988 <u>Forecast</u>	1989 <u>Forecast</u>
<u>PART I -- RTA REVENUES:</u>						
Retail Sales Tax	\$320,000	\$340,200	\$360,612	\$382,249	\$405,184	\$429,495
Public Transportation Fund	96,612	84,036	89,078	94,423	100,088	106,094
Motor Fuel Sales and Use Tax	150	100	-	-	-	-
UMTA Section 9	46,323	58,000	58,000	58,000	58,000	58,000
Other Grants & Reimbursements	555	598	598	598	598	598
Interest Income	4,239	4,000	4,000	4,000	4,000	4,000
<b>TOTAL RTA REVENUES</b>	<b>\$667,879</b>	<b>\$486,934</b>	<b>\$512,288</b>	<b>\$539,270</b>	<b>\$567,870</b>	<b>\$598,186</b>
<u>PART II -- PROGRAM COSTS:</u>						
Total Transportation Services	\$390,162	\$478,077	\$465,001	\$492,938	\$521,757	\$550,873
RTA Administration	9,541	4,902	5,147	5,404	5,675	5,958
Regional Support Costs	-	881	925	971	1,020	1,071
Ridership Information, Marketing & Demonstrations	2,518	2,800	2,968	3,146	3,335	3,535
Unified Work Program	349	520	520	520	520	520
Interest Expense	1,660	488	451	-	-	-
Transition Costs	-	113	-	-	-	-
<b>TOTAL RTA OPERATING EXPENSES</b>	<b>\$404,230</b>	<b>\$487,781</b>	<b>\$475,013</b>	<b>\$502,979</b>	<b>\$532,306</b>	<b>\$561,957</b>
<b>BUDGET SURPLUS (DEFICIT)</b>	<b>\$ 63,649</b>	<b>\$ (847)</b>	<b>\$ 37,276</b>	<b>\$ 36,290</b>	<b>\$ 35,563</b>	<b>\$ 36,229</b>
<u>PART III -- FUND BALANCE:</u>						
Beginning Balance	\$ 19,921	\$ 63,570	\$ 32,723	\$ 39,999	\$ 46,289	\$ 51,852
Budget Surplus (Deficit)	63,649	(847)	37,276	36,290	35,563	36,229
Designated for Capital	(20,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
<b>ENDING BALANCE</b>	<b>\$ 63,570</b>	<b>\$ 32,723</b>	<b>\$ 39,999</b>	<b>\$ 46,289</b>	<b>\$ 51,852</b>	<b>\$ 58,081</b>

NOTE: The continuation of federal operating assistance at current levels, while not considered likely, would result in substantial fund balances for RTA due to the mandatory 50% farebox recovery ratio which forces fare hikes regardless of fund balances. Under such circumstances, it is assumed that the designation of excess funds for capital purposes (100% local projects) begun in FY84 could be expanded. Entries may not add to totals in all instances due to rounding.

### Summary of Alternative Outlooks

Two different alternative outlooks have been presented in this chapter:

Alternative #1 -- Phase-Out of Federal Operating Funds. At assumed levels of fare increase and recovery ratios, a modest positive Fund balance exists at the end of the period, despite negative budgetary balances for the last three years of the period. This alternative is shown in Table III-17.

Alternative #2 -- Continuation of Federal Operating Funds. Despite positive budgetary results, fare increases and expense reductions remain necessary for recovery ratio purposes. It should be noted, however, that if RTA must provide local match for capital, these balances would be reduced dramatically. Further, if funds were available, a commitment to 100% RTA capital projects would be possible. This alternative is shown in Table III-18.

It is recommended that Alternative #1 be used for purposes of fiscal planning, at least until the question of continuation of federal operating assistance is resolved. To do otherwise could seriously jeopardize RTA's future fiscal position in the event of miscalculation.

### **REGIONAL EQUITY**

RTA is responsible for overseeing the provision of a variety of transit services throughout the six county Northeastern Illinois area. This responsibility encompasses a broad range of duties, many

of which could be characterized as a "balancing of interests." Perhaps the foremost duty in this category is RTA's statutory obligation to set farebox recovery ratios and to allocate federal operating assistance, State Public Transportation Fund money, and the 15% discretionary portion of the regional sales tax among the three Service Boards. In 1985, these sources will generate \$193 million, or approximately 36% of the total operating subsidies available to the region. This provides RTA with a reasonable degree of flexibility in targeting funds to those areas that will provide the most benefit for the region as a whole.



## CHAPTER IV

### OPERATING PROGRAM FY85-89

#### FY85 NEW OR REVISED SERVICES PROGRAM

Each Service Board has evaluated its services with respect to its proposed budget and service criteria. Proposals from the public, local governments and institutions have been compiled and analyzed for possible implementation. The following is a summary of the new and restructured service proposals included in the RTA's FY85 Program.

##### Suburban Bus

##### Fixed Route-New or Restructured Services

Table IV-1 lists the new services for the Suburban Bus Division's fixed route system. These include rush-hour routes to serve the Lake-Cook and Elmhurst employment centers, experimental feeder services in Naperville, and new feeder bus routes (previously programmed in FY84). Routes undergoing extensions or realignment include: Routes 564 and 565 in Lake County and Route 213 to Northbrook Court in suburban Cook County. Two all-day bus services (previously programmed in 1984) will serve Lansing-Calumet City in the southern suburbs and the LaGrange-Countryside area in the western suburbs. Other new services include an all-day route on Roosevelt Road between Wheaton and

Oak Brook and two new Saturday services to Stratford Square Mall and Fox Valley Mall.

Table IV-2 details service improvements for specific routes. In most cases, these routes have exhibited strong ridership and thus justify increases in service which will result in less waiting time or more hours of service for passengers.

Table IV-3 presents service restructuring proposals for the suburban bus system. Many of these routes have been analyzed for improved service, but in a manner to reduce costs. Coordination with CTA to minimize duplication and provide a higher level of service is a continuing activity, and many inner suburban routes have already benefitted from this type of coordination.

In addition to the restructured services listed in Table IV-3, the Suburban Bus Division also proposes to reinstate express service on Route 353 (Thornton to Loop). Currently this route serves as a feeder to the Riverdale ICG commuter rail station. As part of an effort to reduce vehicle requirements and minimize duplication of service, Route 353 ended express service and became

Table IV - 1

FY85 SUBURBAN BUS PROGRAM  
NEW/EXTENDED SERVICE

All Day Service

- Burnham Avenue between Lansing and Calumet City

County Served	Cook
Net Vehicle Change	1
Estimated New Ridership	57,900
Net Annual Cost	\$82,100

- Roosevelt Road between Wheaton and Oak Brook Center

County Served	DuPage
Net Vehicle Change	3 Peak
	2 Mid-day
Estimated New Ridership	69,100
Net Annual Cost	\$178,400

- LaGrange-Countryside - will also serve Hodgkins and LaGrange Hospital during mid-day

County Served	Cook
Net Vehicle Change	1 Peak
Estimated New Ridership	77,800
Net Annual Cost	\$ 67,100

- Route #564/Jackson/14th - realign in North Chicago and extend to Abbott Labs and American Hospital Supply

County Served	Lake
Net Vehicle Change	1
Estimated New Ridership	22,900
Net Annual Cost	\$ 80,400

- Route #565/Grand Avenue - extend service to Col of Lake County and Lindenhurst Mall

County Served	Lake
Net Vehicle Change	1
Estimated New Ridership	40,800
Net Annual Cost	\$ 90,900

- Route #213/Green Bay - to Northbrook Court

County Served	Lake/Cook
Net Vehicle Change	1
Estimated New Ridership	110,000
Net Annual Cost	\$ 66,400

Rush Hour Service

- Lakehurst to Northbrook Court

County Served	Lake/Cook
Net Vehicle Change	4
Estimated New Ridership	81,600
Net Annual Cost	\$ 249,000

- Elmhurst to Addison Industrial Park

County Served	DuPage
Net Vehicle Change	0
Estimated New Ridership	13,300
Net Annual Cost	\$ (370)

---

N/A Not Available

Table IV - 1 (Cont.)

FY85 SUBURBAN BUS PROGRAM  
NEW/EXTENDED SERVICE

Saturday Service

- ° Stratford Square Mall from Bloomingdale and Carol Stream

County Served	DuPage
Net Vehicle Change	1
Estimated New Ridership	5,700
Net Annual Cost	\$ 10,100

- ° Bolingbrook - Naperville - Fox Valley Mall

County Served	Will DuPage
Net Vehicle Change	1
Estimated New Ridership	10,900
Net Annual Cost	\$ 20,600

- ° Wheaton Feeder to CNW from south central Wheaton

County Served	DuPage
Net Vehicle Change	1
Estimated New Ridership	18,400
Net Annual Cost	\$ 26,800

- ° Experimental Service in Naperville

County Served	DuPage
Net Vehicle Change	0
Estimated New Ridership	6,400
Net Annual Cost	\$ 10,800

Feeders

- ° Mount Prospect Feeder to CNW from southwest of station

County Served	Cook
Net Vehicle Change	1
Estimated New Ridership	29,000
Net Annual Cost	\$ 21,500

TOTAL NET ANNUAL COST \$ 903,730

Table IV - 2

FY85 SUBURBAN BUS PROGRAM  
SERVICE IMPROVEMENTS

- Route #423 Sheridan - 30 min. headways during mid-day
 

County Served	Cook
Net Vehicle Change	0
Estimated New Ridership	17,700
Net Annual Cost	\$ 7,300
- Route #423 Sheridan - evening service until 8 p.m.
 

County Served	Cook
Net Vehicle Change	0
Estimated New Ridership	4,000
Net Annual Cost	\$ 2,600
- Route #307 Harlem - mid-day headways from 30 minutes to 20 minutes
 

County Served	Cook
Net Vehicle Change	0
Estimated New Ridership	67,600
Net Annual Cost	\$ 96,700
- Route #270 Milwaukee - additional running time during mid-day
 

County Served	Cook
Net Vehicle Change	0
Estimated New Ridership	19,100
Net Annual Cost	\$ 48,200
- Route #270 Milwaukee - 20 minute headways on Saturdays
 

County Served	Cook
Net Vehicle Change	1
Estimated New Ridership	8,300
Net Annual Cost	\$ 16,600
- Route #240 Park Ridge - add running time during rush hour
 

County Served	Cook
Net Vehicle Change	1
Estimated New Ridership	22,400
Net Annual Cost	\$ 53,800
- Route #832/Cicero/Joliet - Morton West service to Lyons area
 

County Served	Cook
Net Vehicle Change	1
Estimated New Ridership	7,700
Net Annual Cost	\$ 43,000
- Route #366 Chicago Heights-Park Forest Plaza - revise running time
 

County Served	Cook
Net Vehicle Change	1
Estimated New Ridership	14,000
Net Annual Cost	\$113,000
- Route #421 Wilmette - evening service until 9 p.m.
 

County Served	Cook
Net Vehicle Change	0
Estimated New Ridership	3,400
Net Annual Cost	\$ 3,600
- Route #213 Green Bay - evening service until 8 p.m.
 

County Served	Cook
Net Vehicle Change	0
Estimated New Ridership	2,600
Net Annual Cost	\$ 9,000
- Route #552 Elgin-Spring Hill Mall - increase frequency
 

County Served	Kane
Net Vehicle Change	1
Estimated New Ridership	44,600
Net Annual Cost	\$110,300
- Route #801 Aurora-Elgin - increase frequency
 

County Served	Kane
Net Vehicle Change	1
Estimated New Ridership	24,200
Net Annual Cost	\$118,200
- Route #223 Elk Grove - one bus added for rush hours
 

County Served	Cook
Net Vehicle Change	1
Estimated New Ridership	30,600
Net Annual Cost	\$ 28,500

TOTAL NET ANNUAL COST    \$650,800

Table IV-3

FY85 SUBURBAN BUS PROGRAM  
RESTRUCTURED SERVICE

- ° Route #34 South Michigan and Route #356 Altgeld - swap CTA and TMOH operating areas to provide service more effectively
 

County Served	Cook
Net Vehicle Change	N/A
Estimated New Ridership	N/A
Net Annual Cost	N/A
- ° Highland Park - To be determined based on study
 

County Served	Lake
Net Vehicle Change	1
Estimated New Ridership	N/A
Net Annual Cost	\$ 92,000
- ° Route #717 Naperville - Oak Brook Express - reroute to Lisle - (trial basis or discontinue)
 

County Served	DuPage
Net Vehicle Change	0
Estimated New Ridership	3,800
Net Annual Cost	\$ 0
- ° Greater Naperville Area Transit System
 

County Served	DuPage
Net Vehicle Change	1
Estimated New Ridership	16,300
Net Annual Cost	\$ 27,800
- ° Route #211 Wheeling-Loop - eliminate service to the Loop by terminating at Harlem Avenue station on the CTA O'Hare Line
 

County Served	Cook
Net Vehicle Change	N/A
Estimated New Ridership	68,300
Net Annual Cost	(\$92,000)
- ° Route #530 Fox Valley - extend to discount store
 

County Served	DuPage
Net Vehicle Change	0
Estimated New Ridership	9,000
Net Annual Cost	\$ 0
- ° Route #352/Halsted - extended to 95th Street, CTA DanRyan Station, 7 days
 

County Served	Cook
Net Vehicle Change	3
Estimated New Ridership	*
Net Annual Cost	\$339,900
- ° Route #711 Wheaton/Carol Stream - Stratford Square 3 month trial restructuring or discontinue service north of North Avenue
 

County Served	DuPage
Net Vehicle Change	(-1)
Estimated Ridership Loss	N/A
Net Annual Cost	(\$51,600)

N/A Not Available

\*Redistribution of passengers with CTA

TOTAL NET ANNUAL COST

\$316,100

exclusively a feeder bus service in late 1981. Reinstituting express service on Route 353 would have the following negative consequences:

- Express bus service to downtown Chicago would compete directly with commuter rail. Thus, riders on express buses would be diverted from commuter rail and add to the RTA deficit, since rail costs remain constant while bus operating costs increase.
- Express bus service is a high-cost service in that it is highly peaked and uses vehicles inefficiently because of the long travel times and excessive deadheading costs.
- Express bus service diverts operating resources and vehicles away from local bus service in the suburbs.

Because of these factors, and because the RTA Act, in Sections 2.01(b) and 4.01(d) requires that the Authority expend funds "with maximum effectiveness and efficiency" and "with the least possible duplication", RTA recommends that this route not be implemented.

The Suburban Bus Division also seeks to relocate the Aurora pulse point from downtown Aurora to the proposed transportation center. This relocation would be part of the Roundhouse transportation center project consolidating Burlington Northern, taxi, limousine, and bus services at a single location. However:

- The transportation center project has assured funding but passenger facilities will not be completed in FY85. To move the bus pulse point (at an estimated cost of \$300,000 to \$500,000 in annual operating expenses) without proper passenger amenities at this time is not recommended.
- Due to the high cost of relocating the pulse point, and the negative impact it will have on the farebox recovery ratio, it is recommended that studies be performed to find the most efficient method to relocate the pulse point.

RTA therefore recommends deferring relocation of the pulse point to the transportation center until facilities are completed and a more detailed route restructuring proposal is presented.

#### Fixed Route-Service Reductions/Eliminations

The Suburban Bus Division has recommended that service be reduced or eliminated on several routes. Many factors were reviewed before considering a route for reduction, including productivity of the route, proximity of alternate services, recent ridership trends, and the route's farebox recovery ratio. These proposed reductions are listed in Table IV-4. The net savings accomplished by these changes will be \$354,000. In addition, the Suburban Bus Division has a

Table IV-4  
FY85 SUBURBAN BUS PROGRAM  
SERVICE REDUCTIONS

<u>ROUTE #</u>	<u>COUNTY</u>		<u>APPROXIMATE FAREBOX RECOVERY RATIO</u>	<u>ANNUAL RIDERS</u>	<u>VEHICLES REQUIRED</u>	<u>ESTIMATED NET SAVINGS</u>
216	Cook	Skokie Local discontinuance	12%	40,035	1	\$ 88,690
508	Will	Larkin Saturday discontinuance	9%	3,900	1	14,160
358	Cook	Torrence reduction*	4%*	6,120	1	67,880
714	DuPage	Naperville-College of DuPage discontinuance	13%	3,600	0	9,560
521-529	Kane	Aurora - routes reduce Saturday service to hourly, 6 a.m. to 9 a.m.	8%	7,020	0	23,965
549	Kane	McLean - Saturday discontinuance	7%	5,824	1	17,369
717	DuPage	Naperville-Oakbrook Express	3%	4,512	2	67,744
815	Kane	Geneva feeder	9%	6,912	1	32,890
601	Cook	Braintree	11%	7,116	1	<u>32,086</u>
<b>TOTAL SAVINGS</b>						<u>\$354,344</u>

\* Recovery Ratio reflects only those portions proposed for discontinuance, not the entire route.

supplemental listing of other service reductions (included in the SBD program) that could be considered for elimination or restructuring if financial conditions dictate.

#### New Paratransit Services

For FY85, the budgeted cost of paratransit services is \$2.6 million, including current paratransit programs at \$1,762,800, and expansion of paratransit services at \$801,500. Of this total, \$269,700 is allocated for funding operating subsidies for existing vehicle lease programs (denoted by an asterisk in Table IV-5). The primary goal of the FY85 paratransit program is to extend paratransit services to all areas of the six county region. Additional 1985 goals are to:

- Enable riders to make long distance trips through county-wide services.
- Consolidate services, where needed, to provide the maximum degree of service, especially where services currently are lightly used.
- Continue to integrate services with one another and with conventional services through transfer arrangements.

SBD has worked with individual communities to initiate and fund paratransit services. New services included in the FY85 program were selected after analysis of numerous proposals. New paratransit projects were programmed after evaluation of the following criteria: 1) need, 2) availability of local funding (at least 25% of total cost, or 40%

for mobility-limited programs), 3) quality of service design, 4) capacity for implementation and 5) performance indicators.

#### Commuter Rail

The commuter rail program does not include any new services for FY85. The Commuter Rail Division has developed several service/fare proposals for FY85 if additional funds are available. Most of these proposals would be demonstration projects aimed primarily at building ridership:

- Add one round trip on NIRC/MILW West Line in mid-day to narrow the existing three hour gap in service.
- Add a new outbound train at 1:30 p.m. for NIRC/MILW North Line mid-day service.
- Add one round trip on the CNW West Line on Saturday evening.
- Introduce a Ten-Ride Ticket discount.
- Reduce fares for short trips (trips within neighboring fare zones).
- Offer weekend fare discounts for families.

Included in the operating program is the extension of service on the NIRC/MILW West Line to Almora. This previously programmed service extension is expected to take place upon completion of a station facility at Almora in 1985.

Table IV-5

## FY85 NEW PARATRANSIT SERVICES

<u>Service</u>	<u>RTA/SBD Subsidy</u>	<u>Fare Revenue</u>	<u>Local Share</u>	<u>Total Cost</u>	<u>Operating Months FY85</u>
<u>Cook County</u>					
Northwest County	\$ 85,000	\$ 20,000	\$ 28,330	\$133,330	8
Northfield/New Trier	12,750	3,000	4,250	20,000	6
Niles	10,400	6,500	14,400	31,300	12
Leyden Township	19,125	4,500	6,375	30,000	9
Elmwood Park	19,125	4,500	6,375	30,000	9
Norwood Park Township	4,781	1,125	1,594	7,500	3
Berwyn/Cicero Township	4,781	1,125	1,594	7,500	3
West/SW County	170,000	59,500	110,500	340,000	8
Bloom Township*	33,500	14,768	20,472	68,740	8
Bremen Township*	13,263	6,719	8,103	28,085	8
Calumet Township*	7,350	3,890	4,488	15,728	8
Lemont Township*	1,833	950	8,769	11,552	8
Lyons Township*	23,542	10,194	30,065	63,801	8
Norridge*	13,710	9,907	8,373	31,990	8
Oak Park Township*	11,667	5,052	10,579	27,298	8
Orland Park*	14,625	7,994	8,928	31,547	8
Palos Hills*	10,437	4,738	6,375	21,550	8
Rich Township*	13,750	5,954	11,149	30,853	8
River Forest Township*	4,333	1,876	11,095	17,304	8
Stickney Township*	24,825	11,908	15,163	51,896	8
Thornton Township*	34,445	14,918	33,578	82,941	8
Tinley Park*	6,667	2,886	9,551	19,104	8
Worth Township*	16,542	7,164	42,476	66,182	8
<u>DuPage County</u>					
Naperville	13,000	3,000	5,000	21,000	12
Winfield Township	6,375	750	2,125	9,250	3
York Township	6,375	750	2,125	9,250	3
Downers Grove Township	6,375	750	2,125	9,250	3
Wayne Township*	4,500	2,333	20,050	26,883	8

Table IV-5 (Cont.)

## FY85 NEW PARATRANSIT SERVICES

<u>Service</u>	<u>RTA/SBD Subsidy</u>	<u>Fare Revenue</u>	<u>Local Share</u>	<u>Total Cost</u>	<u>Operating Months</u>	<u>FY85</u>
<u>Kane County</u>						
Batavia Township	20,625	4,500	6,870	31,995	12	
Dundee Township	20,136	3,542	6,712	30,390	10	
Countywide	6,375	1,500	2,125	10,000	3	
<u>Lake County</u>						
Fox Lake	7,658	4,790	2,550	14,998	10	
Grant Township	13,406	2,166	4,468	20,040	10	
Zion Township	19,187	3,583	6,395	29,165	10	
Countywide	21,250	5,000	7,055	33,305	10	
Ela Township*	9,250	4,006	16,958	30,214	8	
Vernon Township*	6,667	3,556	14,437	24,660	8	
<u>McHenry County</u>						
Algonquin	48,750	4,875	16,275	69,900	8	
<u>Will County</u>						
West/SW County	12,597	2,984	4,200	19,761	3	
New Lenox	3,729	877	1,243	5,849	3	
Peotone*	10,100	5,237	3,173	18,510	8	
Romeoville*	8,667	3,753	7,574	19,994	8	
Totals	\$801,473	\$267,120	\$534,042	\$1,602,615		
% of Total	50	17	33	100		

\* Currently participants of the vehicle lease program. RTA/SBD Subsidy will be providing operating subsidies for the first time in FY85.

### Chicago Transit Authority

The CTA Bus and Rapid Transit Operating Program for FY85 will be \$597.3 million. Although CTA is a mature system that requires no expansion of bus or rapid transit services in FY85, existing CTA services are under continuing review for further operating economies. In addition, CTA is working with SBD to restructure service in the Altgeld Gardens and S. Halsted corridors. It is expected that this restructuring will result in better service at no increase in cost to the RTA.

#### FY86-89 OPERATING PROGRAM

New services, expansion, restructuring, or service eliminations for the remainder of the program period are developed annually, based on the most recent performance of routes or systems. In order to increase the efficiency and effectiveness of the operating program, RTA, in cooperation with the Service Boards, will be initiating studies of duplication of transit services in selected corridors. This activity will be coordinated by RTA through the recently formed Service Review Committee. Service recommendations from these duplication studies will be available for service proposals in FY86.

Although service proposals are not detailed for the remaining years of the five year program, ridership growth will to a large extent shape future service needs. RTA has estimated ridership for each system.

In the case of CTA and CRD, ridership projections for the years 1985-1989 are based on a demand model (SONARRTA) in use at RTA.

These growth projections reflect overall regional population growth, employment change and known major service changes. Fares are assumed to remain unchanged relative to the cost of alternative modes, primarily the automobile. As such, these projections differ in concept, as well as in magnitude, from those contained in the Finance chapter of this document which reflect ridership change simply as a function of fare change, all other factors held constant.

The method used to predict ridership was not applied to the SBD system, since the model focuses primarily on the fixed rail network. Therefore, in the case of the SBD, the projections shown here conform with those presented in the SBD 1985-89 Program.

#### Suburban Bus

The Suburban Bus Division has estimated that its ridership will sustain a 3% annual growth (Figure IV-1). This is reasonable. In 1984, service expansions have contributed to a 16% ridership increase. For FY86, suburban expansion is almost twice the programmed expansion for FY85. SBD is also investigating a program to improve service productivity

and operating efficiency to minimize the need for fare increases. Future expansion of service will continue, as demand for transit services in suburban areas increases.

With the completion of the FY85 Paratransit program, SBD will have extended paratransit service to virtually all areas of the six county region. With a base of service in place throughout the region, FY86 goals would be to increase daily service hours to provide service reasonably comparable to that available to the general public. Further expansion of paratransit services may be necessary in 1986 to meet federal requirements for service comparable to fixed route services for handicapped riders. SBD estimates this could cost over \$500,000 annually.

#### Commuter Rail

Figure IV-2 shows actual annual commuter rail ridership for 1977-1983 as well as projected ridership for 1984-1989. The 1984 figure is based on an extrapolation of year-to-date experience while 1985-1989 figures reflect a 1.4% annual increase based on the SONARRTA demand model discussed earlier.

The commuter rail operating program essentially maintains the status quo and assumes that existing levels of service will be maintained.

#### Chicago Transit Authority

Figure IV-3 shows annual CTA ridership for 1977-1989. The 1985-1989 portion reflects a forecasted 1% annual growth. The 1984 figure represents an extrapolation of year-to-date experience, while 1977-1983 figures are actual.

As mentioned above, CTA's system is not expected to undergo significant expansion over the five year period. However, certain capital projects in the five year period will influence service levels. The most significant will be the Howard-Dan Ryan connection, which will improve service to riders. It is expected to be completed by 1987.

Annual Ridership  
Suburban Bus  
1977-1989

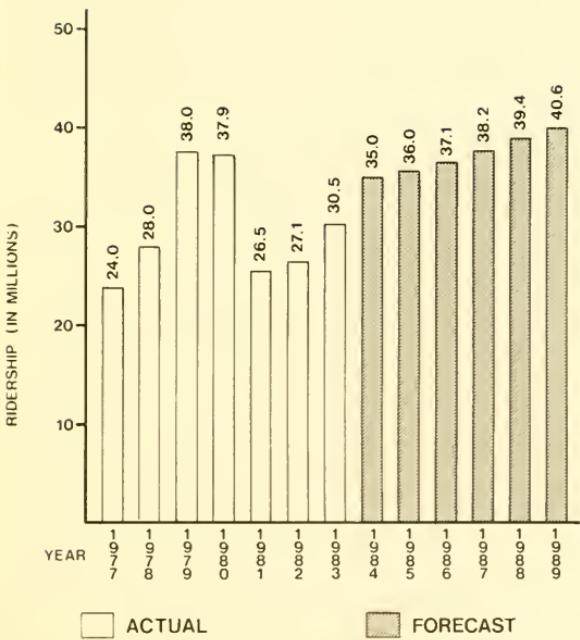


FIGURE IV-1

Annual Ridership  
Commuter Rail  
1977-1989

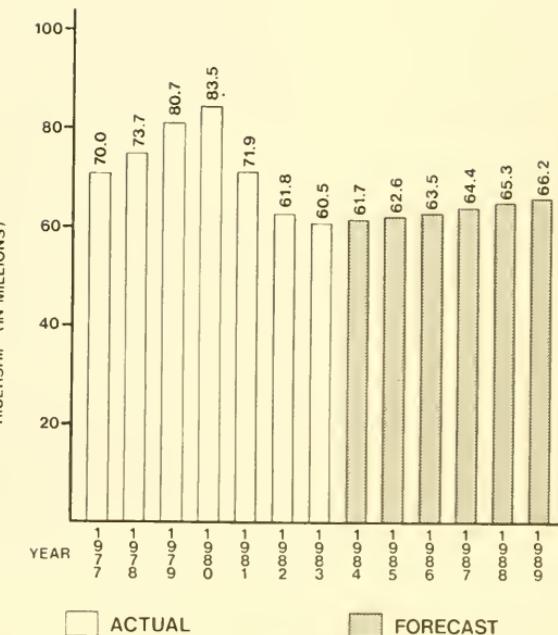


FIGURE IV-2

Annual Ridership  
CTA  
1977-1989

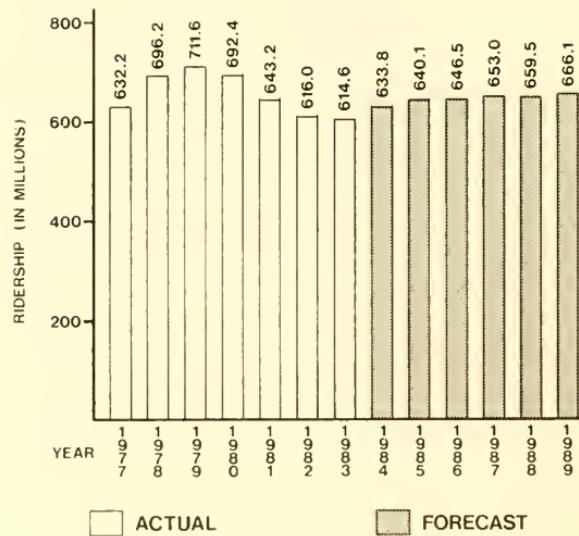


FIGURE IV-3

## CHAPTER V

### CAPITAL PROGRAM

#### INTRODUCTION

The capital component of RTA's Five Year Program provides an overview of anticipated capital needs for the next five years. Consistent with the RTA Act, the RTA Board will define the region's capital program. Various options for allocating capital funds to the three Service Boards are under consideration, and are discussed later in this chapter.

For purposes of clarity, RTA's Five Year Capital Program is divided into two sections, Near Term (FY85 and FY86) and Long Term (FY87-89), and is further divided into Suburban Bus, Commuter Rail, and Chicago Transit Authority components.

This capital program concerns projects that have been proposed for federal, State and/or RTA funding. (These funding sources are described below.) There may be ongoing or proposed capital projects that are funded by other sources. An example of this is the engineering, design and construction of the Southwest Corridor CTA rail line, which is proposed for funding with Federal Interstate Transfer funds not included in this program.

The projects that are included focus on the modernization of the existing regional system and the maintenance of its physical plant.

Capital funds can also be used for projects other than maintenance and modernization. As an example, changes in demographics creating a demand for commuter rail service would allow capital funds to be used to extend service.

#### Sources of Capital Funds

Capital funds are available from the federal government through two programs, both administered by the Urban Mass Transportation Administration (UMTA). Section 3 funds are discretionary and are awarded on a nationwide competitive basis for projects that meet criteria developed by the Congress. Section 9 funds are allocated via a formula that considers such factors as population, population density, bus passenger miles and costs, and rail fixed guideway vehicle miles, passenger miles, route miles and costs. This formula is specified in the federal act authorizing these funds.

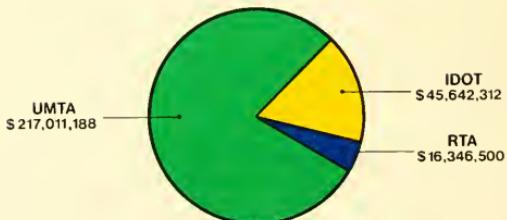
The State of Illinois provides matching funds for capital projects through an annual appropriation administered by the Illinois Department of Transportation. Section 3 funds require a match of 25% and Section 9 funds require a 20% match.

RTA provides matching funds for capital projects where total state funds are not sufficient to match all federal funds requested. Although the Authority has matched these funds in the past to insure all available funds would be received, it is reluctant to divert limited funds which may be necessary for operating or emergency expenses.

Regional coordination of capital projects is insured by the RTA Act. It requires that any grant or loan must be identified in the RTA Five Year Program before the applications for such funds are made.

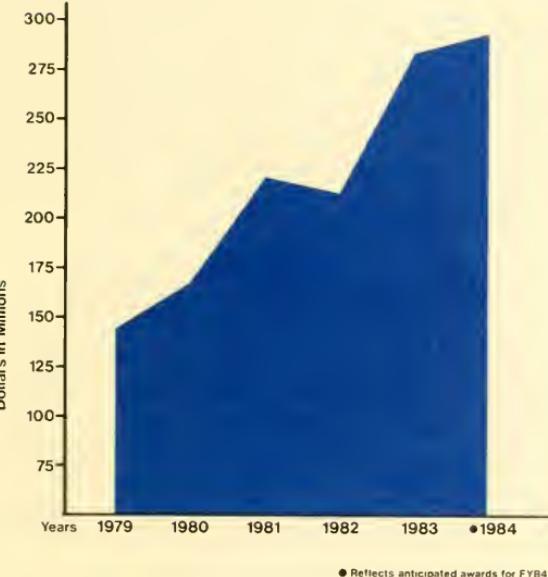
It is important to estimate available capital funds as accurately as possible in order to prepare a realistic program with priorities clearly defined. Although available capital funds have increased over previous years (see Figures V-1, V-2 and V-3), the need for capital funds far exceeds their availability. Therefore, the program must be developed in such a way as to equitably allocate these limited capital funds between the Service Boards.

**Sources Of Capital Funds**  
**FY84 Capital Program (Pending)**  
**\$ 279,000,000**



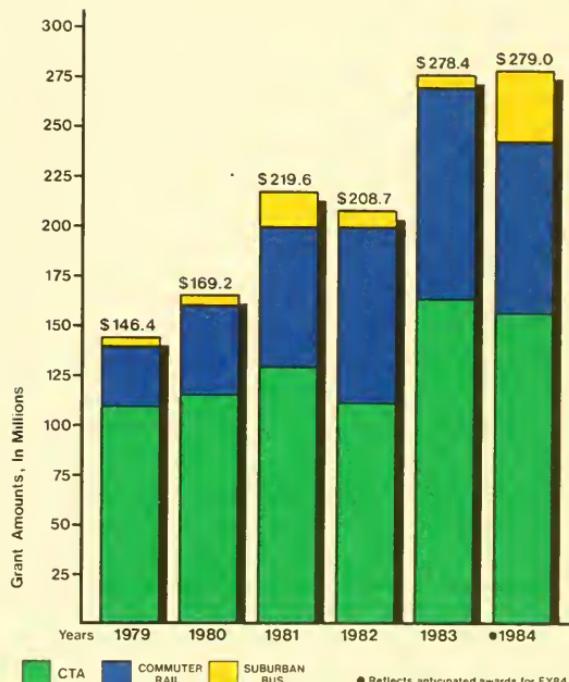
**FIGURE V-1**

**AWARDED CAPITAL FUNDS  
N.E. ILLINOIS  
(SECTION 3,5 & 9)**



**FIGURE V-2**

**CAPITAL FUNDS GRANTED TO N.E. ILLINOIS  
FY79-83 (SECTION 3,5 & 9)**



**FIGURE V-3**

## Program Objectives

The FY85-89 Capital Improvement Program defines the type and level of expenditure necessary to maintain the existing system, while striving to meet RTA's overall goal of improving the efficiency and cost effectiveness of the entire transit system.

Projects for program consideration were generated by the Suburban Bus Board, Commuter Rail Board, and CTA, and are based on proposals from staff, community groups, transit operators and elected representatives. The capital programs of each Service Board are contained in separate documents.

The criteria used to evaluate program components include:

- Enhancing a Service Board's ability to run scheduled service.
- Assuring a safe and reliable transportation system.
- Providing economies in a Service Board's operations.
- Maintaining a replacement cycle for system components.
- Upgrading or replacing overaged or worn-out system components to ensure reliable service and provide additional operating flexibility.

- Providing new or rehabilitated facilities for maintenance activities and passenger convenience.
- Improving accessibility to the transit system.

RTA's Capital Program for FY85 requests \$321 million. However, based on historical regional grant contract awards, the funding level is expected to be closer to \$279 million and it is this amount that will be reflected in the final Phase I Capital Program. Phase II will reflect the \$42 million balance of projects. As the aggregate of the preliminary capital programs submitted by the Service Boards exceed these marks (see Table V-1), RTA and the Service Boards will work together to review the program and present a balanced Phase I and Phase II program for FY85.

Table V-1  
FY85-89 PRELIMINARY CAPITAL PROGRAMS  
PROPOSED BY THE SERVICE BOARDS (\$000)

Service Board	Proposed FY85 Program	Proposed FY86 Program	Proposed FY87-89 Program
SBD	\$ 29,669	\$ 29,126	\$ 70,213
CRD	116,900	142,121	462,169
CTA	<u>195,821</u>	<u>195,849</u>	<u>587,539</u>
TOTAL	\$342,390	\$367,096	\$1,119,921

### Allocation of Capital Funds

In developing the regional capital program, RTA's major objectives are to assure a balanced distribution of available capital funding, to assure that the high capital investment priorities of the Service Boards are accommodated in the regional program and to assure an appropriate level of reinvestment in the plants, facilities and rolling stock of all Service Boards. RTA's capital investment criteria are designed to accomplish these objectives.

The Authority is reviewing alternative methods of allocating capital funds to the Service Boards. Options under consideration include implementing a zero-based program development approach where each of the Service Boards justifies all of its projects, or establishing a basic level program for each Service Board with a reserve fund for which all Service Board projects would compete. In either case, major factors to be considered are basic and extraordinary needs, obligations and expenditures on previously awarded grants, and ability to proceed on the projects proposed for the FY85 Program. Final allocation of capital program funds will be reflected in the approved FY85 Program and Budget which is scheduled for adoption by the RTA Board at the end of December 1984. Consistent with the RTA Act, all programmed projects will be incorporated in this document and will be the basis for the region's Transportation Improvement Program (TIP). One of RTA's highest priorities is to approve a regional capital program which will be fully funded by UMTA to assure that the integrity of all regional systems is maintained.

### RTA SHORT TERM CAPITAL PROGRAM - FY85 AND FY86

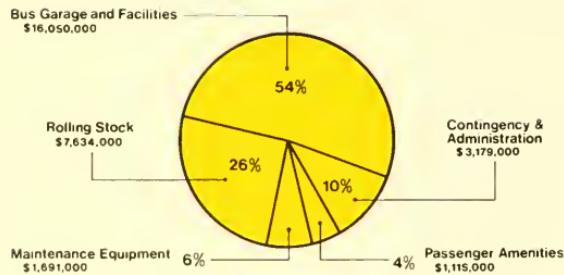
#### Suburban Bus Division

The overall goal of the Suburban Bus Division for its capital program is to improve the efficiency and effectiveness of the transit system.

The preliminary cost of these programs, by major category, is illustrated in Figures V-4 and V-5. (Totals have been rounded to the nearest thousand.) A complete summary is shown in Table V-2.

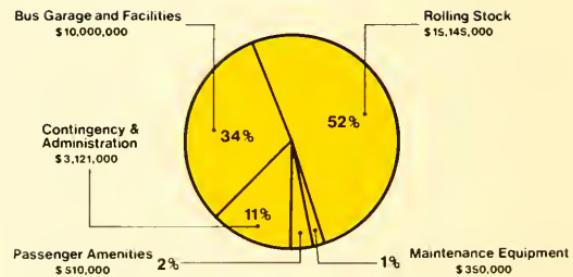
Highlights of SBD's short term program are: to renovate bus garages in Aurora and Oak Lawn; to construct new garages in N.W. Cook County and on the North Shore, as well as a central maintenance facility; to construct bus turnarounds; and to purchase an administration building, paratransit vehicles, transit buses, maintenance and office equipment, bus stop signs and shelters.

**Preliminary  
FY85 Capital Program  
Suburban Bus Division  
\$ 29,669,000**



**FIGURE V-4**

**Preliminary  
FY86 Capital Program  
Suburban Bus Division  
\$ 29,126,000**



**FIGURE V-5**

Table V-2

SUBURBAN BUS DIVISIONPRELIMINARY FY85-86 BUS CAPITAL PROGRAM (\$000)

<u>DESCRIPTION</u>	<u>CARRIERS</u>	<u>COUNTY AFFECTED</u>	<u>PREVIOUSLY FUNDED*</u>	<u>PROPOSED FY85</u>	<u>PROPOSED FY86</u>
<u>BUS GARAGES &amp; FACILITIES</u>					
Aurora Bus Garage	Aurora Dot	KD	\$1,100	\$ 700	\$ -0-
Oak Lawn Bus Garage	TM-Oak Lawn	C	100	1,750	-0-
North Shore Inspection Garage	Nortran	C	2,840	6,600	-0-
New Central Maintenance Facility	Undetermined	ALL	-0-	3,500	9,000
New SBD Administration Building	SBD	ALL	-0-	3,500	-0-
New Garage-N.W. Cook	Undetermined	C	-0-	-0-	1,000
Sub-Total			\$4,040	\$16,050	\$10,000
			-----	-----	-----
<u>ROLLING STOCK</u>					
48 New Transit Buses	SBD	ALL	\$ -0-	\$ -0-	\$ 1,800
272 Replacement Buses	SBD	ALL	-0-	-0-	12,240
6 Paratransit Vehicles	Contract	K	-0-	144	-0-
2 Paratransit Vehicles	Contract	L	-0-	45	-0-
4 Paratransit Vehicles	Contract	K	-0-	183	-0-
8 Paratransit Vehicles	Contract	M	-0-	327	-0-
26 Paratransit Vehicles	HEPT	W	-0-	465	225
77 Paratransit Vehicles	Contract	CLM	-0-	1,736	810
Associated Capital	SBD	WMC	-0-	500	70
199 Air Operated Diesel Starters	SBD	ALL	163	160	-0-
168 Electronic Destination Signs	SBD	ALL	589	20	-0-
Commuter Van Pool Program	SBD/CATS	ALL	-0-	770	-0-

Table V-2 (Cont.)

SUBURBAN BUS DIVISIONPRELIMINARY FY85-86 BUS CAPITAL PROGRAM (\$000)

<u>DESCRIPTION</u>	<u>CARRIERS</u>	<u>COUNTY AFFECTED</u>	<u>PREVIOUSLY FUNDED*</u>	<u>FY85 PROPOSED</u>	<u>FY86 PROPOSED</u>
<u>ROLLING STOCK (cont.)</u>					
80 Fareboxes for contract buses	SBD	ALL	\$ -0-	\$ 124	\$ -0-
166 Air Conditioning units for Flxibles		ALL	-0-	435	-0-
Retrofit 204 Flxibles with opening windows or vents	SBD	ALL	-0-	2,700	-0-
1 New Bus	JMD	W	<u>50</u>	<u>25</u>	<u>-0-</u>
Sub-Total			\$ 802	\$ 7,634	\$15,145
			-----	-----	-----
<u>MAINTENANCE EQUIPMENT</u>					
Capital Asset System	SBD	ALL	\$ -0-	\$ 310	\$-0-
Maintenance Equipment	SBD	ALL	-0-	791	300
Office Equipment	SBD	ALL	-0-	90	50
Computer Equipment	SBD	ALL	<u>-0-</u>	<u>500</u>	<u>-0-</u>
Sub-Total			\$ -0-	\$ 1,691	\$350
			---	-----	---

Table V-2 (Cont.)

SUBURBAN BUS DIVISIONPRELIMINARY FY85-86 BUS CAPITAL PROGRAM (\$000)

<u>DESCRIPTION</u>	<u>CARRIERS</u>	<u>COUNTY AFFECTED</u>	<u>PREVIOUSLY FUNDED*</u>	<u>PROPOSED FY85</u>	<u>PROPOSED FY86</u>
<u>PASSENGER AMENITIES</u>					
5 Bus Turnarounds	SBD	CL	\$ 125	\$ 935	\$350
2500 Bus Stop Signs	SBD	ALL	-0-	15	15
250 Bus Shelters	SBD	ALL	-0-	145	145
Mobile Travel Information Center	SBD	ALL	-0-	20	-0-
Sub-Total			\$ 125	\$ 1,115	\$510
			---	-----	---
Total			<u>\$4,967</u>	<u>\$26,490</u>	<u>\$26,005</u>
Contingencies/ Administration			<u>596</u>	<u>3,179</u>	<u>3,121</u>
Grand Total			<u>\$5,563</u>	<u>\$29,669</u>	<u>\$29,126</u>

Abbreviation: C-Cook County; D-DuPage County; K-Kane County; L-Lake County; M-McHenry County; W-Will County. Aurora DOT-Aurora Department of Transportation; TM-Oak Lawn-Transit Management of Oak Lawn; Nortran-North Suburban Mass Transit District; SBD-Suburban Bus Division; HEPT-Handicapped and Elderly Personal Transit; CATS-Chicago Area Transportation Study.

\* Includes FY84 grant requests.

### Commuter Rail Division

The primary emphasis of the Commuter Rail Division's Capital Program is to maintain facilities and equipment, and improve operating reliability, efficiency and cost effectiveness.

The preliminary cost of these programs, by major category, is illustrated in Figures V-6 and V-7. (Totals have been rounded to the nearest thousand.) A complete summary is shown in Table V-3.

Highlights of CRD's short term program are the rehabilitation of commuter rail cars and locomotives; continual rehabilitation of right-of-way; continuation of interlocking plant modernization and consolidation; improvement of the high voltage catenary system; reconstruction of railroad coach yards; and rehabilitation of various commuter stations. In addition, rail service vehicles and support equipment will be purchased and private rail carrier assets will be acquired.

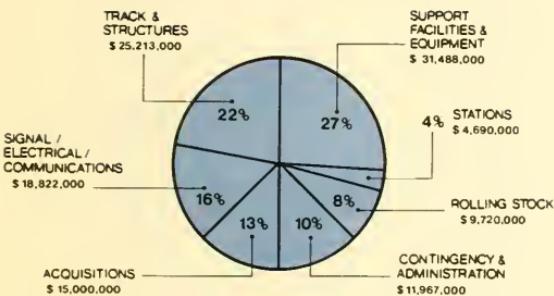
### Chicago Transit Authority

CTA reviewed proposed projects against criteria such as need, feasibility, readiness to implement, reasonable cost-effectiveness, broad management priorities, and available funding. CTA placed the highest priority on those physical assets needed to serve the line-haul portion of a CTA patron's journey: rolling stock and track and structures. Second priority was accorded to those support facilities needed to ensure safe and reliable performance of rolling stock.

The preliminary cost of these programs, by major category, is illustrated in Figures V-8, V-9, V-10 and V-11. (Totals have been rounded to the nearest thousand). A complete summary is shown in Table V-4.

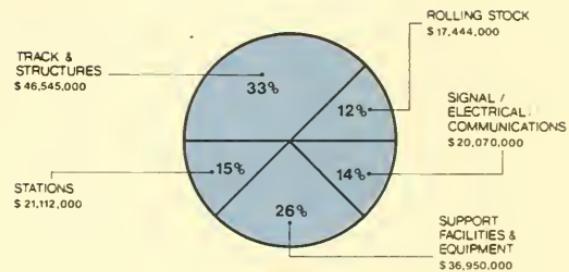
Highlights of CTA's short term program are to: purchase maintenance equipment, rapid transit cars and buses; construct North Avenue garage, and a transit center at Howard Street; replace the 69th Street garage; reconstruct various stations, Linden Yard, Kimball Yard, 61st Street Yard and bus turnarounds; and renew the El structure, track and contact rail at various locations.

Preliminary  
FY85 Capital Program  
Commuter Rail Division  
**\$116,900,000**



**FIGURE V-6**

Preliminary  
FY86 Capital Program  
Commuter Rail Division  
**\$142,121,000**



**FIGURE V-7**

**Table V-3**  
**COMMUTER RAIL DIVISION**  
PRELIMINARY FY85-FY86 CAPITAL PROGRAM (\$000)

PROJECT DESCRIPTION	CARRIERS	COUNTY AFFECTED	PREVIOUSLY FUNDED*	PROPOSED FY85	PROPOSED FY86
<b>ROLLING STOCK</b>					
REHAB 30 CARS	BN	CDK	\$ 0	\$ 1,500	\$ 0
UPGRADE 262 CARS	CNW	CDKLM	0	1,100	0
REHAB 14 CARS	ICG	CW	0	3,900	0
REHAB 20 CARS	NIRC/MILW	CDKL	0	1,000	0
REHAB 6 LOCOMOTIVES	NIRC/RI	CW	0	1,500	0
PURCHASE 12 TURBO CHARGERS	CRSB	ALL	0	720	0
REHAB 141 CARS	ICG	CW	0	0	4,254
REHAB 111 CARS	BN	CDK	0	0	3,900
REHAB 83 CARS	NIRC/MILW	CDKL	0	0	2,730
REHAB 16 LOCOMOTIVES	CRSB	ALL	0	0	5,600
PURCHASE 16 TURBO CHARGERS	CRSB	ALL	0	0	960
<b>SUB-TOTAL</b>			<b>\$ 0</b>	<b>\$ 9,720</b>	<b>\$17,444</b>
<b>TRACK AND STRUCTURE</b>					
ROW REHAB-CONGRESS TO 16TH ST	NIRC/RI	CW	\$2,800	\$ 6,000	\$12,000
RAIL/TIES/BALLAST	NIRC/RI	CW	2,500	0	3,000
UPGRADE SOUTH CHGO BRANCH	ICG	C	3,820	2,000	2,000
BRIDGE RENEWAL (8 BRIDGES)	CNW	CDKLM	650	420	0
REHAB EMBANKMENT-RANDOLPH ST	ICG	CW	100	0	1,000
BRIDGE RENEWAL (8 BRIDGES)	CNW	CDKLM	1,500	0	1,500
BRIDGE RENEWAL (4 BRIDGES)	BN	CDK	0	1,000	430
TIES/BALLAST	BN	CDK	0	487	0
TIES/BALLAST	CNW	CDKLM	0	2,099	0
RAIL INSTALLATION	CNW	CDKLM	0	4,000	0
BALLAST CLEANING	CNW	CDKLM	0	600	0
IN-TRACK WELDING	CNW	CDKLM	0	217	0
BRIDGE RENEWAL (15 BRIDGES)	NIRC/MILW	CDKL	300	450	0
BRIDGE RENEWAL (6 BRIDGES)	CNW	CDKLM	1,500	0	1,500

Table V-3 (Cont.)  
 COMMUTER RAIL DIVISION  
PRELIMINARY FY85-FY86 CAPITAL PROGRAM (\$000)

<u>PROJECT DESCRIPTION</u>	<u>CARRIERS</u>	<u>COUNTY AFFECTED</u>	<u>PREVIOUSLY FUNDED*</u>	<u>PROPOSED FY85</u>	<u>PROPOSED FY86</u>
<u>TRACK AND STRUCTURE (cont.)</u>					
ROW FENCING	CNW	CL	\$ 0	\$ 200	\$ 0
REHAB EMBANKMENT (47TH-211TH)	ICG	CW	0	200	0
TRACK UNDERCUTTING	NIRC/RI	CW	0	7,500	0
RAIL GRINDING	NIRC/RI	CW	0	40	0
TIES/BALLAST	BN	CDK	0	0	702
TIES/BALLAST	CNW	CDKLM	0	0	1,984
RAIL INSTALLATION	CNW	CDKLM	0	0	6,609
BALLAST CLEANING	CNW	CDKLM	0	0	943
IN-TRACK WELDING	CNW	CDKLM	0	0	217
ROW FENCING	CNW	CDKLM	0	0	200
BRIDGE RENEWAL (11 BRIDGES)	BN	CDK	0	0	2,000
BRIDGE RENEWAL	BN	CDK	0	0	50
RELAY RAIL	BN	CDK	0	0	166
BRIDGE RENEWAL (ADDISON ST)	CNW	CDKLM	0	0	750
COACH YARD TRACK RENEWAL	CNW	CDKLM	0	0	2,400
TIES/BALLAST	ICG	CW	0	0	1,200
BRIDGE RENEWAL	NIRC/RI	CW	0	0	875
ROW EMBANKMENT/DRAINAGE	NIRC/RI	CW	0	0	250
BRIDGES/STRUCTURES	NIRC/RI	CW	0	0	1,000
CONSTRUCT ACCESS ROAD	NIRC/RI	CW	0	0	750
RENEW RAIL/TIES-CUS	CUS	CDKL	0	0	800
REPLACE DOUBLE SLIP SWITCH	CUS	CDKL	0	0	130
ROW RAIL	ICG	CW	0	0	5,450
STANDBY ELEC SERVICE-STATIONS	ICG	CW	0	0	139
 <b>SUB-TOTAL</b>			<u>\$13,170</u>	<u>\$ 25,213</u>	<u>\$48,045</u>

Table V-3 (Cont.)  
COMMUTER RAIL DIVISION  
PRELIMINARY FY85-FY86 CAPITAL PROGRAM (\$000)

<u>PROJECT DESCRIPTION</u>	<u>CARRIERS</u>	<u>COUNTY AFFECTED</u>	<u>PREVIOUSLY FUNDED*</u>	<u>PROPOSED FY85</u>	<u>PROPOSED FY86</u>
<u>SIGNAL/ELECTRICAL/COMMUNICATIONS</u>					
RENEW MAYFAIR INTERLOCKER	CNW	CDKLM	\$ 800	\$ 0	\$2,000
RANDOLPH ST INTERLOCKER	ICG	CW	3,118	1,982	0
LAKE/CLINTON INTERLOCKER	CNW	CDKLM	3,360	3,000	2,000
POLK/18TH/ROOT INTERLOCKERS	NIRC/RI	CW	600	750	2,250
GRESHAM INTERLOCKER	NIRC/RI	CW	200	750	750
CHGO UNION STA INTERLOCKERS	CUS	CDKL	2,200	2,000	3,000
UPGRADE PAL SYSTEM	ICG	CW	150	250	0
SUPERVISORY SYS-DC SUB/TIE STA	ICG	CW	1,100	2,000	1,000
UPGRADE AC/DC ELEC FEEDERS	ICG	CW	400	0	550
RENEW MESSENGER WIRE	ICG	CW	1,419	300	0
REHAB SUB/TIE STATIONS	ICG	CW	1,000	3,000	1,000
RENEW MESSENGER WIRE	ICG	CW	366	1,500	0
PEDESTRIAN XING PROTECTION	NIRC/MILW	C	0	50	0
PEDESTRIAN XING PROTECTION	NIRC/MILW	L	0	50	0
BLOWER SWITCH HEATERS-GX/WX	CNW	CDK	0	68	0
BATTERIES AND RECTIFIERS	CNW	CDKLM	0	42	42
WEST PULLMAN INTERLOCKER	ICG	C	0	400	0
RENEW MESSENGER WIRE	ICG	CW	0	900	1,000
DUAL CONTROL SWITCH MACHINES	ICG	CW	0	95	0
CTC-BL IS TO JOLIET	NIRC/RI	CW	0	60	1,300
CODED TRACK CIRCUIT EQUIP	NIRC/RI	CW	0	50	480
UD INTERLOCKER	NIRC/RI	CW	0	65	800
PURCHASE PA SYSTEM	CRD	ALL	0	210	0
RENEW DEVAL INTERLOCKER	CNW	CLM	0	100	0
RENEW SIG SYS-KENTON/VALE	CNW	CLM	0	594	0
INSTALL CTC-JN TO VALE	CNW	CLM	0	105	0

**COMMUTER RAIL DIVISION**  
**PRELIMINARY FY85-FY86 CAPITAL PROGRAM (\$000)**

<u>PROJECT DESCRIPTION</u>	<u>CARRIERS</u>	<u>COUNTY AFFECTED</u>	<u>PREVIOUSLY FUNDED*</u>	<u>PROPOSED FY85</u>	<u>PROPOSED FY86</u>
<u>SIGNAL/ELECTRICAL/COMMUNICATIONS (cont.)</u>					
POWER SWITCHES-HARVARD	CNW	CDKLM	\$ 0	\$ 350	\$ 0
PWR SWITCH CONTROL-BARRINGTON	CNW	CDKLM	0	151	0
INSTALL FIELD CODE SYS-HW/JN	CNW	CDKLM	0	0	137
PEDESTRIAN XING PROTECTION	CNW	CDKLM	0	0	46
UPGRADE AC DISTRIB SYS	ICG	CW	0	0	100
UPGRADE IMPEDANCE BONDS	ICG	CW	0	0	120
UPGRADE DISCONNECT SWITCH	ICG	CW	0	0	15
INSTALL RAIL RETURN-TRK 3	ICG	CW	0	0	380
COMMUTER BASE RADIO STATION	ICG	CW	0	0	30
REPLACE SIGNAL CABLE	NIRC/RI	CW	0	0	250
RENEW AMPLIFIER SYSTEM	CUS	CDKL	0	0	30
UNION AVENUE INTERLOCKER	BN	CDK	0	0	2,790
<b>SUB-TOTAL</b>			<b>\$14,713</b>	<b>\$18,822</b>	<b>\$20,070</b>
<u>SUPPORT FACILITIES AND EQUIPMENT</u>					
CALIFORNIA AVE COACH YARD	CNW	CDKLM	\$ 444	\$ 0	\$15,000
M19A DIESEL SHOP	CNW	CDKLM	391	0	1,500
WESTERN AVE YARD	NIRC/MILW	CDKL	910	15,000	15,000
14TH STREET YARD	BN	CDK	12,115	9,013	0
47TH STREET YARD	NIRC/RI	CW	1,190	0	0
BL IS MATERIAL FACILITY	CRD	ALL	50	2,500	2,500
WEST LINE COACH YARD	NIRC/MILW	CDKL	2,500	0	0
ORLAND PARK YARD	NW	C	200	225	0
SERVICE PLATFORMS-BURR OAK YD	NIRC/RI	CW	0	800	0
VEHICLES/EQUIPMENT	CRD	ALL	0	2,500	0
RR PROTECTION LIABILITY INS	CRD	ALL	0	450	0
VEHICLES/EQUIPMENT	CRD	ALL	0	0	2,500
RR PROTECTION LIABILITY INS	CRD	ALL	0	0	450
NEW DC CREW FACILITIES	ICG	CW	600	1,000	0
<b>SUB-TOTAL</b>			<b>\$18,400</b>	<b>\$31,488</b>	<b>\$36,950</b>

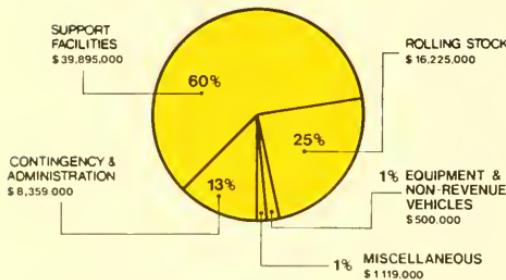
Table V-3 (Cont.)  
 COMMUTER RAIL DIVISION  
PRELIMINARY FY85-FY86 CAPITAL PROGRAM (\$000)

<u>PROJECT DESCRIPTION</u>	<u>CARRIERS</u>	<u>COUNTY AFFECTED</u>	<u>PREVIOUSLY FUNDED*</u>	<u>PROPOSED FY85</u>	<u>PROPOSED FY86</u>
<u>STATIONS</u>					
WAUKEGAN STATION	CNW	L	\$ 470	\$ 450	\$ 0
6 CNW STATIONS	CNW	CDL	1,870	900	0
CNW PASSENGER TERMINAL	CNW	CDKLM	2,382	0	10,000
VAN BUREN ST STATION	ICG	CW	3,050	0	4,500
7 ICG STATIONS	ICG	CW	1,915	1,100	2,400
CLYBOURN STATION	CNW	C	62	0	850
ROGERS PARK STATION	CNW	C	13	0	587
IRVING PARK STATION	CNW	C	21	0	400
LOMBARD STATION	CNW	D	30	615	0
HAZEL CREST-BUS/RAIL INTERCH	ICG	C	5	95	0
LAKE FOREST STATION	CNW	L	25	465	0
WINNETKA STATION	CNW	C	38	525	0
HUBBARD WOODS STATION	CNW	C	38	0	425
GLENCOE STATION	CNW	C	35	0	350
GLEN ELLYN-BUS/RAIL INTERCH	CNW	D	35	165	0
ICG BL IS STATIONS	ICG	C	0	75	1,600
EMERG LIGHTING/NEW HTG PLANT	NIRC/RI	CW	0	42	0
EMERGENCY LIGHTING	NIRC/MILW	CDKL	0	58	0
115TH ST./KENSINGTON STATION	ICG	C	100	0	0
EXTEND ADAMS STREET KIOSK	CUS	CDKL	30	200	0
SUB-TOTAL			<u>\$10,119</u>	<u>\$4,690</u>	<u>\$21,112</u>

Table V-3 (Cont.)  
 COMMUTER RAIL DIVISION  
PRELIMINARY FY85-FY86 CAPITAL PROGRAM (\$000)

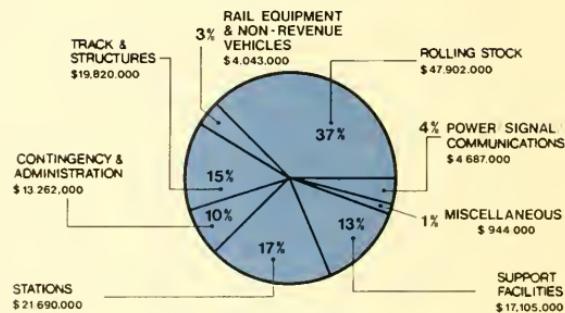
<u>PROJECT DESCRIPTION</u>	<u>CARRIERS</u>	<u>COUNTY AFFECTED</u>	<u>PREVIOUSLY FUNDED*</u>	<u>PROPOSED FY85</u>	<u>PROPOSED FY86</u>
<u>ACQUISITIONS</u>					
COMMUTER RAIL ACQUISITIONS	CRD	ALL	\$ 0	\$ 15,000	\$ 0
SUB-TOTAL			\$ 0	\$ 15,000	\$ 0
<u>CONTINGENCIES AND ADMINISTRATION</u>					
CONTING/ADMIN	CRD	ALL	\$ 0	\$ 11,967	\$ 0
SUB-TOTAL			\$ 0	\$ 11,967	\$ 0
<u>EXTENSIONS</u>					
COMMUTER RAIL EXTENSIONS	CRD	ALL	\$ 0	\$ 0	\$ 0
SUB-TOTAL			\$ 0	\$ 0	\$ 0
GRAND TOTAL			\$56,402	\$116,900	\$143,621

Preliminary FY85 Capital Program  
Chicago Transit Authority (Bus)  
**\$ 66,098,000**



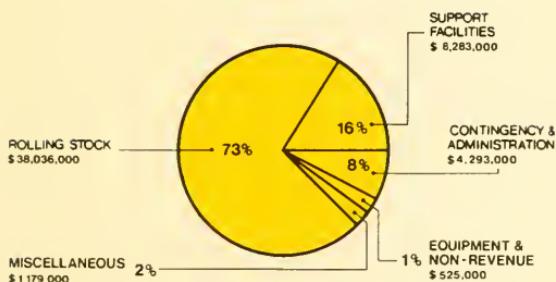
**FIGURE V-8**

Preliminary FY85 Capital Program  
Chicago Transit Authority (Rail)  
**\$ 129,453,000**



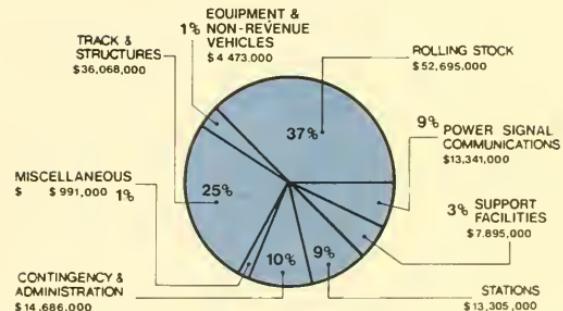
**FIGURE V-9**

Preliminary FY86 Capital Program  
Chicago Transit Authority (Bus)  
**\$ 52,316,000**



**FIGURE V-10**

Preliminary FY86 Capital Program  
Chicago Transit Authority (Rail)  
**\$ 143,454,000**



**FIGURE V-11**

TABLE V-4

CHICAGO TRANSIT AUTHORITY  
PRELIMINARY FY85-86 CAPITAL PROGRAM (\$000)

PROJECT	PREVIOUSLY FUNDED*	PROPOSED FY85	PROPOSED FY86
<u>BUS ROLLING STOCK</u>			
PURCHASE BUSES	\$ 27,719	\$ 10,626	\$ 32,157
PURCHASE OF BUS SPARE COMPONENTS	0	599	629
CAPITAL MAINTENANCE (BUS)	0	5,000	5,250
SUB-TOTAL	\$ 27,719	\$ 16,225	\$ 38,036
<u>BUS SUPPORT FACILITIES</u>			
RENEW BUS TURNAROUNDS - 79TH/HALSTED & WESTERN/BERWYN	\$ 363	\$ 351	\$ 0
CONSTRUCT UNION STATION BUS TERMINAL	0	0	487
REHABILITATE BUS TURNAROUND - 104TH/PULASKI	0	100	0
REHABILITATE BUS TURNAROUNDS - 79TH/WESTERN & CLARK/ARTHUR	0	100	515
REHABILITATE BUS TURNAROUND - 31ST/KOMENSKY	0	220	0
CONSTRUCT PARKING, SALT, AND UTILITY STORAGE - KEDZIE GARAGE	33	400	2,258
CONSTRUCT BUS GARAGE - REPLACE 69TH	180	0	2,730
CONSTRUCT BUS GARAGE - 1030/STORY ISLAND	30,630	1,500	0
CONSTRUCT PARKING FACILITIES - SOUTH SHOPS	76	0	1,006
RENOVATE/IMPROVE ARCHER GARAGE	986	10,398	0
CONSTRUCT ARTICULATED BUS MAINTENANCE FACILITY - SOUTH SHOPS	1,499	0	525
IMPROVE SOUTH SHOPS ELECTRICAL POWER DISTRIBUTION SYSTEM	0	250	0
INSTALL DIRECT CONNECTION EXHAUST SYSTEM -SOUTH SHOPS, UNIT 9	0	64	0
INSTALL DIRECT CONNECTION EXHAUST SYSTEM-SOUTH SHOPS, UNIT 6	0	40	0
INSTALL DIRECT CONNECTION EXHAUST SYSTEM - BEVERLY	0	18	171
INSTALL DIRECT CONNECTION EXHAUST SYSTEM - FOREST GLEN	0	17	159
PURCHASE/INSTALL INFRA-RED HEATERS AND WIND BREAKS FOR VAULTING ISLANDS - 3 LOCATIONS	0	75	0
CONSTRUCT NEW NORTH AVENUE GARAGE	1,950	25,600	0
PURCHASE/INSTALL AUTOMATIC FIRE ALARMS - 3 LOCATIONS	0	42	432
IMPROVE SOUTH SHOPS BOILER PLANT & PLUMBING	0	720	0
SUB-TOTAL	\$ 35,717	\$ 39,895	\$ 8,283
<u>BUS MISCELLANEOUS</u>			
COMPUTER AIDED DRAFTING - FACILITIES ENGINEERING & MAINTENANCE	\$ 237	\$ 0	\$ 179
UPGRADE/INSTALL AUTOMATED FUEL ACCOUNTABILITY SYSTEM - 8 LOCATIONS	0	400	0
UPGRADE SHELTERS - STATE STREET MALL	0	20	189
PURCHASE/INSTALL AUTOMATIC PASSENGER COUNTERS	516	530	557
REPLACE COIN COUNTERS	0	0	110
PURCHASE/INSTALL CCTV VIDEO RECORDING EQUIPMENT - BUS GARAGES, MERCH. MART AND CENTRAL COUNTING	0	100	0
REPLACE BUS GARAGE TELEPHONE SYSTEM - 7 LOCATIONS	0	69	144
SUB-TOTAL	\$ 753	\$ 1,119	\$ 1,179
<u>BUS EQUIPMENT &amp; NON-REVENUE VEHICLES</u>			
PURCHASE EQUIPMENT - BUS MAINTENANCE	\$ 0	\$ 500	\$ 525
SUB-TOTAL	\$ 0	\$ 500	\$ 525

TABLE V-4 (Cont.)

CHICAGO TRANSIT AUTHORITY  
PRELIMINARY FY85-86 CAPITAL PROGRAM (\$000)

<u>PROJECT</u>	<u>PREVIOUSLY FUNDED*</u>	<u>PROPOSED FY85</u>	<u>PROPOSED FY86</u>
<u>BUS ADMINISTRATION &amp; CONTINGENCIES</u>			
SUPPORT SERVICE - BUS	\$ 0	\$ 3,136	\$ 1,159
CONTINGENCIES - BUS	<u>0</u>	<u>5,223</u>	<u>3,134</u>
SUB-TOTAL	<u>0</u>	<u>\$ 8,359</u>	<u>\$ 4,293</u>
TOTAL BUS	<u>\$64,189</u>	<u>\$66,098</u>	<u>\$52,316</u>
<u>POWER, SIGNAL, COMMUNICATIONS</u>			
REPLACE TELEPHONE CABLE - RAVENSWOOD, CHICAGO RIVER TO KIMBALL	\$ 0	\$ 55	\$ 79
REPLACE TELEPHONE SYSTEM - WEST SHOPS	0	40	275
REPLACE TELEPHONE CABLE - ENGLEWOOD BRANCH, SOUTH UNIT PBX TO DAN RYAN	52	56	0
REPLACE RAPID TRANSIT TELEPHONE SYSTEM	0	50	965
UPGRADE RADIO COMMUNICATION SYSTEM	0	0	105
REPLACE TELEPHONE CABLE - EVANSTON, HOWARD TO LINDEN	0	45	58
YARD INTERCOMS - HARLEM & DESPLAINES	45	247	0
PURCHASE/INSTALL POWER ISOLATION SWITCHES - RAPID TRANSIT SYSTEM	0	95	0
REPLACE SUBSTATION GATEWAY CABLE - 19 LOCATIONS	64	0	2,520
RENEW SUBWAY TRACTION POWER - STATE & DEARBORN SUBWAYS	98	0	0
REPLACE SUBSTATION	0	0	126
UPGRADE TIEBREAKERS	0	0	0
REPLACE WILSON INTERLOCKING	117	624	1,054
PROVIDE AC SERVICE TO CROSSING GATES - SKOKIE ROUTE	0	40	0
REPLACE TRAIN STOP LAYOUTS	0	140	0
REPLACE SIGNAL CASES	0	75	0
INSTALL REMOTE SIGNAL CONTROLS	115	0	861
INSTALL SWITCH HEATER REMOTE CONTROL SYSTEM	0	40	576
REPLACE CLOCKWORK TIMERS - 12 LOCATIONS	0	85	137
PURCHASE/INSTALL AUTOMATIC ROUTE SELECTION - 3 LOCATIONS	0	40	704
REPLACE WAYSID CAB SIGNAL EQUIPMENT - LAKE	0	60	0
PURCHASE/INSTALL CAB SIGNALLING EQUIPMENT AT INTERLOCKING PLANTS - ENGLEWOOD/ASHLAND, & ENGLEWOOD/KIMBAL	382	675	0
REPLACE CONTACT RAIL - ENGLEWOOD BRANCH, 59TH JUNCTION TO ASHLAND	37	1,520	1,289
REPLACE CONTACT RAIL - DOUGLAS BRANCH, LOOMIS JUNCTION TO KILDARE	37	20	1,826
PURCHASE/INSTALL CONTACT RAIL HEATERS	85	0	2,786
REPLACE CONTACT RAIL - DAN RYAN BRANCH, TOWER 12 TO 18TH	15	615	0
PURCHASE/INSTALL CONTACT RAIL HEATERS (16 MILES)	0	16 <sup>5</sup>	0
PURCHASE/INSTALL CONTACT RAIL HEATERS	0	0	0
SUB-TOTAL	<u>\$ 1,047</u>	<u>\$ 4,687</u>	<u>\$13,34<sup>5</sup></u>

TABLE V-4 (Cont.)

**CHICAGO TRANSIT AUTHORITY  
PRELIMINARY FY85-86 CAPITAL PROGRAM (\$000)**

<u>PROJECT</u>	<u>PREVIOUSLY FUNDED*</u>	<u>PROPOSED FY85</u>	<u>PROPOSED FY86</u>
<u>RAIL ROLLING STOCK</u>			
PURCHASE 300 RT CARS (OPTION)	\$116,679	\$36,402	\$40,425
RT CAR PURCHASE	0	0	158
MODIFY CARBORNE ATP EQUIPMENT - RT CARS	194	0	37
REHABILITATE RT CARS (2200 SERIES)	0	10,000	10,500
CAPITAL MAINTENANCE (RAIL)	0	1,500	1,575
<b>SUB-TOTAL</b>	<b>\$116,873</b>	<b>\$47,902</b>	<b>\$52,695</b>
<u>RAIL STATIONS</u>			
REPLACE RT STATION - WILSON, N/S	\$ 537	\$ 4,300	\$ 0
REPLACE RT STATION - 40TH/INDIANA, N/S	429	4,023	0
INSTALL PASSENGER HEATERS & WINDBREAKS AT RT STATIONS - 5 LOCATIONS	0	30	0
INSTALL LATE NIGHT RT STATION PLATFORM LIGHTING CONTROL - 43 LOCATIONS	0	35	0
REPLACE RT STATION - WESTERN/MILWAUKEE	322	2,740	0
RECONSTRUCT STATION HOUSE - 58TH, N/S	43	307	0
REPLACE RT STATION - GARFIELD (55TH) N/S	476	4,067	0
REPLACE RT STATION - 18TH/DOUGLAS	429	3,802	0
EXPAND PARKING GARAGE - CUMBERLAND	0	0	630
RECONSTRUCT RT STATION - CALIFORNIA/MILWAUKEE	0	0	443
RECONSTRUCT RT STATION - DAMEN/MILWAUKEE	0	333	3,732
RECONSTRUCT RT STATION - CALIFORNIA/LAKE	0	0	508
RECONSTRUCT RT STATION - HALSTED/LAKE	0	419	4,684
REPLACE RT STATION - HOYNE/DOUGLAS	0	0	420
REPLACE RT STATION - LAWRENCE, N/S	0	1,634	2,888
<b>SUB-TOTAL</b>	<b>\$ 2,236</b>	<b>\$21,690</b>	<b>\$13,305</b>
<u>RAIL SUPPORT FACILITIES</u>			
REPLACE DC ELECTRICAL EQUIPMENT - 61ST YARD	\$ 61	\$ 335	\$ 0
REPLACE DC ELECTRICAL EQUIPMENT - HARLEM TERMINAL	0	63	352
CONSTRUCT TRANSIT CENTER - HOWARD STREET	0	700	7,350
CONSTRUCT KIMBALL SHOP - RAVENSWOOD	850	11,579	0
UPGRADE/EXPAND SKOKIE SHOP	3,960	2,972	0
PURCHASE/INSTALL LIGHTING - 4 LOCATIONS	47	106	0
UPGRADE WASTE WATER POLLUTION CONTROL SYSTEM - RAIL SHOPS	0	0	138
IMPROVE HEATING AND VENTILATING - DESPLAINES TERMINAL	0	0	55
RECONSTRUCT STOREROOM - 48	10,315	1,350	0
<b>SUB-TOTAL</b>	<b>\$ 15,233</b>	<b>\$17,105</b>	<b>\$ 7,895</b>

TABLE V-4 (Cont.)

CHICAGO TRANSIT AUTHORITY  
PRELIMINARY FY85-86 CAPITAL PROGRAM (\$000)

<u>PROJECT</u>	<u>PREVIOUSLY FUNDED*</u>	<u>PROPOSED FY85</u>	<u>PROPOSED FY86</u>
<u>TRACK &amp; STRUCTURES</u>			
RENEW COLUMN PROFILE	\$ 656	\$ 800	\$ 840
RENEW CONCRETE STRUCTURE	198	0	227
RENEW TRACK STRINGER FLANGE ANGLES - N/S, 15TH TO 63RD	2,712	4,100	0
REALIGN CURVES - NORTH/CLYBURN	0	400	1,050
RENEW FLANGES - SOUTH SIDE MAIN LINE, 22ND TO 63RD	0	1,000	4,370
REHABILITATION-PLATFORM AND STAIRS	0	500	525
RENEW EL STRUCTURE - MILWAUKEE	2,136	0	971
RENEW FLANGES - ENGLEWOOD	1,658	2,200	2,331
REHABILITATE STRUCTURE - DOUGLAS, CONGRESS TO KEELER	0	0	631
RENEW CURVED TRACK - 3 LOCATIONS	342	1,315	0
RENEW SPECIAL WORK - WESTERN/RAVENSWOOD & CENTRAL PARK/DOUGLAS	0	842	0
RECONSTRUCT 61ST YARD	13,659	1,000	0
RENEW TANGENT TRACK - DAN RYAN, BALBO TO 16TH	645	1,460	0
RECONSTRUCT KIMBALL YARD	2,977	1,520	0
RENEW FOOTWALK - LAKE STREET CONNECTOR & DOUGLAS INCLINE	56	400	0
RENEW TANGENT TRACK - JACKSON PARK BRANCH (2 LOCATIONS)	75	0	356
REPLACE TIES - KENNEDY AND DAN RYAN BRANCHES	9,685	1,847	4,218
RENEW FOOTWALK	0	56	420
RENEW TRACK AT SUBWAY PORTALS - STATE AND DEARBORN SUBWAYS	0	699	2,468
RENEW CURVED TRACK - 3 LOCATIONS	0	336	1,633
RENEW SPECIAL TRACKWORK - 13 LOCATIONS	0	552	1,457
RECONSTRUCT LINDE' YARD	850	0	11,813
RENEW FOOTWALK - Ft. 86	0	0	64
RENEW BALLASTED TRACK - DOUGLAS	0	0	1,859
RENEW TRACK - LAKE, CLINTON TO LARAMIE	0	0	835
RENEW TANGENT TRACK - HOWARD STATION	145	793	0
SUB-TOTAL	<u>\$35,794</u>	<u>\$19,820</u>	<u>\$36,068</u>
<u>RAIL MISCELLANEOUS</u>			
INSTALL ROTOGATES	\$ 293	\$ 0	\$ 0
PURCHASE/INSTALL OFFICE AUTOMATION SYSTEM	0	944	991
SUBTOTAL	<u>\$ 293</u>	<u>\$ 944</u>	<u>\$ 991</u>

TABLE V-4 (Cont.)

**CHICAGO TRANSIT AUTHORITY  
PRELIMINARY FY85-86 CAPITAL PROGRAM (\$000)**

<u>PROJECT</u>	<u>PREVIOUSLY</u>	<u>PROPOSED</u>	<u>PROPOSED</u>
	<u>FUNDED*</u>	<u>FY85</u>	<u>FY86</u>
<u>RAIL EQUIPMENT &amp; NON-REVENUE VEHICLES</u>			
PURCHASE EXPLODED VIEWS, MICROFICHE SYSTEM	\$ 0	\$ 380	\$ 0
PURCHASE EQUIPMENT - MATERIALS MANAGEMENT	0	97	205
PURCHASE/INSTALL QUALITY ASSURANCE EQUIPMENT	0	55	158
PURCHASE EQUIPMENT - RAIL MAINTENANCE	0	500	525
PURCHASE EQUIPMENT - FACILITIES MAINTENANCE	0	509	525
PURCHASE/INSTALL TRAIN WASHER - DES PLAINES TERMINAL	0	0	161
PURCHASE SERVICE VEHICLES - UTILITY	0	1,202	1,303
PURCHASE SERVICE VEHICLES - RAIL	0	1,300	1,596
<u>SUB-TOTAL</u>	<u>\$ 0</u>	<u>\$ 4,043</u>	<u>\$ 4,473</u>
<u>RAIL ADMINISTRATION &amp; CONTINGENCIES</u>			
SUPPORT SERVICES	\$ 0	\$ 5,273	\$ 5,839
CONTINGENCIES - RAIL	0	7,989	8,847
<u>SUB-TOTAL</u>	<u>\$ 0</u>	<u>\$ 13,262</u>	<u>\$ 14,686</u>
<u>TOTAL RAIL</u>	<u>\$171,476</u>	<u>\$129,453</u>	<u>\$143,454</u>
<u>PLANNING</u>			
ENVIRONMENTAL ASSESSMENT - 69TH GARAGE REPLACEMENT	\$ 0	\$ 50	\$ 0
ENVIRONMENTAL ASSESSMENT - 77TH GARAGE PARKING	0	50	0
PROJECT PLANNING	0	70	79
ENVIRONMENTAL ASSESSMENT - NORTH CLYBURN	0	100	0
<u>SUB-TOTAL</u>	<u>\$ 0</u>	<u>\$ 270</u>	<u>\$ 79</u>
<u>TOTAL CTA</u>	<u>\$235,665</u>	<u>\$195,821</u>	<u>\$195,849</u>

\* Includes FY84 Grant requests.

## **LONG TERM (FY87-89) PROGRAM DESCRIPTION**

Since the existing bus and rail systems are relatively well developed, the emphasis of the long term component is on maintenance of the existing system, and upgrading or fine tuning to maintain efficient, reliable and attractive services that meet the region's needs.

### **Suburban Bus**

Two primary thrusts of this program as it relates to the operation of the Suburban Bus Division are: the acquisition of new transit buses and paratransit vehicles to replace equipment which has reached the end of its economic life and to provide for future growth; and the construction of two new garage facilities in northwest Cook and central DuPage Counties. The bus garage program is based on the Suburban Bus Storage and Maintenance Study which was completed by RTA in 1981.

The implementation of this plan will enable RTA to continue its efforts to modernize the suburban bus fleet, as well as upgrade and streamline suburban bus maintenance facilities. This will result in reduced operating costs.

Table V-5 summarizes the FY87-89 Capital Program requests and previous funding requests by category for those projects which contain carryover from a previous fiscal year.

### **Commuter Rail**

The Commuter Rail portion of the long term component identifies continuing major expenditures in rolling stock, track and structures and support facilities and equipment. Most of the projects reflect a shift in emphasis to system maintenance, improving operating reliability, efficiency and cost effectiveness. Major rehabilitation efforts are continuing in the interlocker and bridge (structure) areas however, few projects relate to expansion of the commuter rail network.

The \$462.2 million requested for FY87-89 will also allow continuation of scheduled rehabilitation on rolling stock, purchase of replacement vehicles, and needed upgrading of track, bridges and maintenance facilities.

Table V-6 summarizes capital requests for FY87-89 and includes previous funding requests by category for those projects which contain carryover from a previous fiscal year.

TABLE V-5

REGIONAL TRANSPORTATION AUTHORITY  
SUBURBAN BUS CAPITAL PROGRAM (\$000)  
LONG TERM COMPONENT FY87-89

<u>DESCRIPTION</u>	<u>ANTICIPATED FUNDING THROUGH FY86</u>	<u>FY87-89</u>	<u>TOTAL</u>
<u>BUS GARAGES AND FACILITIES</u>			
N.W. Cook Garage (New)	\$ 1,000	\$ 8,000	\$ 9,000
DuPage Garage (New)	<u>-0-</u>	<u>9,000</u>	<u>9,000</u>
Subtotal	<u>\$ 1,000</u>	<u>\$17,000</u>	<u>\$18,000</u>
<u>ROLLING STOCK</u>			
48 New Transit Buses	\$ 1,800	\$ 5,400	\$ 7,200
272 Replacement Buses	12,240	36,720	48,960
119 Paratransit Vehicles	3,752	1,845	5,597
Associated Capital	<u>570</u>	<u>195</u>	<u>765</u>
Subtotal	<u>\$18,362</u>	<u>\$44,160</u>	<u>\$62,522</u>
<u>MAINTENANCE EQUIPMENT</u>			
Maintenance Equipment	\$ 1,091	\$ 900	\$ 1,991
Office Equipment	<u>140</u>	<u>150</u>	<u>290</u>
Subtotal	<u>\$ 1,231</u>	<u>\$ 1,050</u>	<u>\$ 2,281</u>
<u>PASSENGER AMENITIES</u>			
Bus Stop Signs and Shelters	\$ 320	\$ 480	\$ 800
Subtotal	<u>\$ 320</u>	<u>\$ 480</u>	<u>\$ 800</u>
Total	<u>\$20,913</u>	<u>\$62,690</u>	<u>\$83,603</u>
Contingencies/ Administration	<u>\$ 6,896</u>	<u>\$ 7,523</u>	<u>\$14,419</u>
GRAND TOTAL	<u>\$27,809</u>	<u>\$70,213</u>	<u>\$98,022</u>

Table V-6

REGIONAL TRANSPORTATION AUTHORITY  
COMMUTER RAIL CAPITAL PROGRAM (\$000)  
LONG TERM COMPONENT FY87-89

<u>DESCRIPTION</u>	<u>ANTICIPATED FUNDING THROUGH FY86</u>		<u>FY87-89</u>	<u>TOTAL</u>
<u>ROLLING STOCK</u>				
12 Replacement Locomotives	\$ -0-		\$ 18,000	\$ 18,000
48 Replacement Cars	-0-		51,950	51,950
22 Locomotives (Rehab.)	-0-		27,450	27,450
335 Cars (Rehab.)	10,884		44,400	55,284
Subtotal	\$10,884		\$141,800	\$152,684
<u>TRACK/STRUCTURE</u>				
ROW/Track/Switches	\$30,124		\$ 70,083	\$100,207
Bridge Rehab.	6,925		50,505	57,430
Subtotal	\$37,049		\$120,588	\$157,637
<u>SIGNAL/ELECTRICAL/COMMUNICATIONS</u>				
Interlockers	\$24,625		\$16,870	\$41,495
Electrical	6,134		9,413	15,547
Signal	2,306		2,388	4,694
Subtotal	\$33,065		\$28,671	\$61,736
<u>SUPPORT FACILITIES/EQUIPMENT</u>				
Yards/Shops/Crew Facilities	\$73,488		\$111,530	\$185,018
Vehicles & Equipment	2,500		7,500	10,000
Liability Insurance	450		1,350	1,800
Subtotal	\$76,438		\$120,380	\$196,818
<u>STATIONS</u>				
Station Rehab./Construction	\$20,916		\$45,730	\$66,646
Subtotal	\$20,916		\$45,730	\$66,646
<u>SERVICE EXTENSIONS</u>				
Commuter Rail Extensions	\$ -0-		\$ 5,000	\$ 5,000
Subtotal	\$ -0-		\$ 5,000	\$ 5,000
<b>GRAND TOTAL</b>	<b>\$178,352</b>		<b>\$462,169</b>	<b>\$640,521</b>

## Chicago Transit Authority

The Chicago Transit Authority portion of the long term component reflects the importance given to replacing or rehabilitating those physical assets needed to handle the line-haul portion of a passenger's ride: rolling stock and track and structures. The improvement and expansion of support facilities such as garages and shops is also given a high, but secondary priority. Improvements to support facilities will positively impact overall system performance and provide additional operating economies.

To facilitate program analysis, the CTA component has been divided into Rail (rapid transit), Bus and Planning programs, totaling just under \$588 million in project requests for FY87-89.

### Bus

The bus component emphasizes the establishment of an orderly cyclical renewal process for rolling stock and the construction of enclosed garage facilities specifically designed to handle modern bus maintenance. The program anticipates acquiring up to 200 buses per year, thereby eliminating later operating and maintenance difficulties that can occur when a large portion of the fleet reaches the end of its useful life simultaneously. In addition, the replacement of former streetcar barns with modern facilities will allow for improved productivity and operating economies.

Table V-7 summarizes the FY87-89 Capital Program requests for this same period and

contains a summary of previous funding requests by category.

### Rail

The rail (rapid transit) component identifies major expenditures for new rolling stock (approximately 176 cars) and track/structure rehabilitation projects. The \$157 million budgeted for rolling stock projects during FY87-89 is part of an ongoing renewal cycle for rapid transit cars which will have reached the end of their useful lives. Likewise, the \$76 million budgeted for track and structure work will be used to replace worn ties, rail and elevated structure components throughout the rapid transit system, to ensure safe and dependable rail operations.

Funds have also been requested to upgrade several maintenance facilities and install a modern telephone system to serve field locations and facilitate the efficient operation of the rail system. A modest amount has also been budgeted to reconstruct or replace 10 stations and make selected improvements to several others.

Table V-8 summarizes the FY87-89 capital requests for this same period and contains a summary of previous funding requests by category.

### Planning

In addition to funding for bus and rail improvements, \$296,000 has been budgeted for continuing capital engineering project planning activities to ensure orderly and efficient implementation of projects. It is anticipated that this amount would be provided at least in part, through a Section 9 allocation.

Table V-7

REGIONAL TRANSPORTATION AUTHORITY  
CHICAGO TRANSIT AUTHORITY - BUS PROGRAM (\$000)\*  
LONG TERM COMPONENT FY87-89

<u>DESCRIPTION</u>	<u>ANTICIPATED FUNDING THROUGH PY86</u>	<u>FY87-89</u>	<u>TOTAL</u>
<u>SUPPORT FACILITIES</u>			
New Garage (Replace 69th St. Facility)	\$ 2,910	\$ 32,036	\$ 34,946
South Shops (Renew)	-0-	810	810
North Avenue Garage (Replacement)	27,550	551	28,101
77th Street Garage (Reconstruct)	-0-	1,216	1,216
South Shops Storeroom (New)	600	9,431	10,031
Bus Turnarounds/Storage Facilities	714	2,768	3,482
Misc. Improvements	1,403	18,765	20,168
Subtotal	\$ 33,177	\$ 65,577	\$ 98,754
<u>ROLLING STOCK</u>			
New Transit Buses (980 max.)	\$ 70,502	\$106,445	\$176,947
Spare Parts	1,228	2,082	3,310
Capital Maintenance	10,250	17,378	27,628
Subtotal	\$ 81,980	\$125,905	\$207,885
<u>EQUIPMENT &amp; NON-REVENUE VEHICLES-BUS</u>			
Misc. Support Equipment	\$ 1,025	\$ 1,550	\$ 2,575
Beverly Bus Washer	-0-	923	923
Forest Glen Bus Washer	-0-	175	175
Subtotal	\$ 1,025	\$ 2,648	\$ 3,673
<u>MISCELLANEOUS-BUS</u>			
Computer Drafting Equipment	\$ 415	\$ 461	\$ 876
Automatic Passenger Counters	1,603	1,258	2,861
Telephone System	213	306	519
Other Misc. Projects	400	620	1,020
Subtotal	\$ 2,631	\$ 2,645	\$ 5,276
TOTAL	\$118,813	\$196,775	\$315,588
Contingencies/Administration	\$ 12,651	\$ 20,543	\$ 33,194
GRAND TOTAL	\$131,464	\$217,318	\$348,782

\* Figures have been rounded.

TABLE V-8

REGIONAL TRANSPORTATION AUTHORITY  
 CHICAGO TRANSIT AUTHORITY - RAIL PROGRAM (\$000)\*  
 LONG TERM COMPONENT FY87-89

<u>DESCRIPTION</u>	<u>ANTICIPATED FUNDING THROUGH FY86</u>	<u>FY87-89</u>	<u>TOTAL</u>
<u>ROLLING STOCK</u>			
Rapid Transit Cars (New)	\$ 158	\$117,059	\$117,217
Rapid Transit Car (Rehab.)	20,500	34,756	55,256
Capital Maintenance	3,075	5,214	8,289
Modify ATP Equip.	230	779	1,009
Subtotal	<u>\$23,963</u>	<u>\$157,808</u>	<u>\$181,771</u>
<u>TRACK/STRUCTURE</u>			
Track/Structure	\$43,775	\$ 76,792	\$120,567
Subtotal	<u>\$43,775</u>	<u>\$ 76,792</u>	<u>\$120,567</u>
<u>SIGNAL/ELECTRICAL/COMMUNICATIONS</u>			
Interlockers	\$ 743	\$ 1,081	\$ 1,824
Communication System	1,203	7,150	8,353
Signal System	1,251	4,179	5,430
Electrical System	6,073	22,564	28,637
Subtotal	<u>\$ 9,270</u>	<u>\$ 34,974</u>	<u>\$ 44,244</u>
<u>SUPPORT FACILITIES</u>			
West Shops (Rehab.)	\$ 454	\$ 5,657	\$ 6,111
Skokie Shops Expansion	6,932	7,070	14,002
Substation Rehab.	-0-	736	736
Storeroom 48 Rehab.	11,665	1,020	12,685
Misc. Improvements	192	5,545	5,737
Subtotal	<u>\$ 19,243</u>	<u>\$ 20,028</u>	<u>\$ 39,271</u>

TABLE V-8 (Continued)

REGIONAL TRANSPORTATION AUTHORITY  
 CHICAGO TRANSIT AUTHORITY - RAIL PROGRAM (\$000)\*  
 LONG TERM COMPONENT FY87-89

<u>DESCRIPTION</u>	<u>ANTICIPATED FUNDING THROUGH FY86</u>	<u>FY87-89</u>	<u>TOTAL</u>
<u>STATIONS</u>			
Station Rehab./Construction	\$ 1,436	\$ 19,674	\$ 21,110
Agent Security	100	122	222
Expand Cumberland Garage	630	6,946	7,576
Des Plaines Garage (New)	-0-	729	729
Subtotal	\$ 2,166	\$ 27,471	\$ 29,637
<u>EQUIPMENT &amp; NON-REVENUE VEHICLES - RAIL</u>			
Misc. Support Equipment	\$ 2,753	\$ 3,853	\$ 6,426
Wheel Truing Machine	-0-	1,704	1,704
Des Plaines Car Washer	161	1,565	1,726
Service Vehicles	5,401	7,691	13,092
Subtotal	\$ 8,135	\$ 14,813	\$ 22,948
<u>MISCELLANEOUS - RAIL</u>			
Turnstyle Pass Readers	\$ -0-	\$ 1,366	\$ 1,366
Install Rotogates	292	191	483
Upgrade Turnstyles	-0-	289	289
Passenger Controls	-0-	122	122
Subtotal	\$ 292	\$ 1,968	\$ 2,260
Total	\$106,844	\$333,854	\$440,698
<u>CONTINGENCIES/ADMINISTRATION</u>			
	\$ 27,948	\$ 36,071	\$ 64,019
GRAND TOTAL	<u>\$134,792</u>	<u>\$369,925</u>	<u>\$504,717</u>

\*All figures are rounded



## APPENDIX A

COMPARISON OF RTA'S PROPOSED 1985  
FIVE-YEAR PROGRAM WITH THE 1984  
FIVE-YEAR PROGRAM AND WITH THE  
FINANCIAL PLANS OF THE SERVICE BOARDS

The following table compares FY85 projections proposed with similar projections as contained in the previous Five-Year Program for 1984 (as adopted 12/23/83). Briefly stated, an improved revenue position as the result of economic recovery and ridership gains, coupled with outstanding FY84

budget performance have made it possible to avoid the fare increase projected last year while at the same time expanding allowable expenses for all Service Boards. Simultaneously, the cumulative ending Fund balance has been maintained at a level consistent with previous projections.

TABLE A-1

CATEGORY	FY85 PROJECTIONS (\$000's)		REMARKS
	As Adopted 12/23/83	As Currently Proposed	
RTA Revenues	<u>462,683</u>	<u>486,934</u>	<ul style="list-style-type: none"> <li>o Reflects improved economic climate increasing both RTA Sales Tax and Public transportation modes.</li> </ul>
System - Generated Revenues	<u>435,272</u>	<u>448,259</u>	<ul style="list-style-type: none"> <li>o Fare increase included in 12/23/83 projection now unnecessary due to:</li> <li>* Outstanding FY84 budget performance generating carryover into FY85;</li> <li>* Improved Sales Tax performance;</li> <li>* Growth in ridership.</li> </ul>
RTA Expenses			Improved revenue position (both RTA and System-Generated) permits increase in funding for all Service Boards without fare increases being required.
CTA Deficits	280,706	309,575	
CRD Deficits	104,384	120,350	
SBD Deficits	43,428	48,152	
RTA Admin.	5,000	4,902	
Other RTA - Paid	<u>2,635</u>	<u>4,802</u>	
TOTAL	<u>436,153</u>	<u>487,781</u>	
Budget Surplus (Deficit)	<u>26,530</u>	<u>(847)</u>	<ul style="list-style-type: none"> <li>o Includes no designated reserve for capital beyond FY84 so the assumption it will be possible to persuade State of Illinois to resume 100% funding of non-federal share of capital grants.</li> </ul>
Ending Balance	<u>64,535</u>	<u>62,723</u>	
Recovery Ratios			<ul style="list-style-type: none"> <li>o Due to necessity of recomputing paratransit to include total revenues instead of deficits for purpose of comparability, SBD ratio for 12/23/83 differs from the originally published figure of 24.00% and system-wide ratio for 12/23/83 differs from the originally published figure of 50.33%.</li> </ul>
CTA	50.56%	50.56%	
CRD	56.40%	52.10%	
SBD	27.99%	29.87%	
System-Wide	50.51%	50.27%	

RTA's proposed Five-Year Program differs substantially from the financial plans of the Service Boards in FY86 and thereafter. As depicted in the next table, which provides a summary comparison of the three years, FY85 through FY87, the combined Service Board plans do not achieve the requisite 50.0% system-wide recovery ratio for FY86 and FY87. Further, in developing the financial planning data for the Five-Year Program (having benefit of the preliminary drafts of the Service Board Financial Plans to examine) it has been concluded on the basis of the most recently available information that it is no longer prudent to assume federal

operating assistance will continue at \$58 million per year throughout the planning period. Finally, RTA data have assumed the use of carryover funds while the Suburban Bus Division Financial Plan does not.

As the result, to maintain the statutorily-required 50.0% system-wide recovery ratio and, at the same time, a positive Fund balance through FY89, the RTA projections have increased recovery ratios for the Service Boards and assumed both a 10% across-the-board fare increase in FY86 and annually thereafter, and expense reductions.

TABLE A-2

RTA's FINANCIAL PLANS VS. SERVICE BOARD's FINANCIAL PLANS  
FY85 - FY87  
(\$'000's)

	FY85	FY86	FY87	FY85	FY86	FY87
	RTA PROJECTION FOR CTA			CTA PROJECTION		
Revenues	289,100	308,046	328,256	289,100	289,100	289,100
Carryover	12,882	4	-	12,882	-	-
Expenses	597,275	606,987	643,640	597,275	633,112	671,099
Unant. & Associated Capital	1,400	1,400	1,400	1,400	1,400	1,400
Deficit	109,575	300,341	316,783	309,575	345,412	383,399
Recovery Ratio	50.56%	50.75%	51.00%	50.56%	45.66%	43.08%
	RTA PROJECTION FOR CRD			CRD PROJECTION		
Revenues	125,314	134,586	144,553	125,314	134,217	143,804
Carryover	1,334	4	-	1,334	-	-
Expenses	243,078	249,239	266,458	243,078	258,989	276,007
Depreciation	2,586	2,741	2,906	2,586	2,586	2,586
Deficit	120,350	117,395	124,810	120,350	127,358	134,789
Recovery Ratio	52.10%	54.00%	54.25%	52.10%	51.82%	52.10%
	RTA PROJECTION FOR SBD			SBD PROJECTION		
Revenues	17,543	19,297	21,227	17,543	18,563	19,195
Carryover	2,086	6	-	-	-	-
Expenses	65,695	66,562	72,571	65,695	71,063	75,266
Deficits	48,152	47,265	51,344	48,152	52,500	56,071
Recovery Ratio	29.87%	29.00%	29.25%	26.70%	26.12%	25.50%
	RTA PROJECTION			SUMMARY PROJECTION*		
System-Wide Recovery Ratio	50.27%	50.24%	50.39%	50.05%	45.84%	44.18%

\* Sum of Service Board projections plus RTA revenue/expense.



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